

Eastern Ontario Outaouais Regional Council
Meeting of the Executive
Thursday, March 12, 2026 – 9 AM

Living Call Statement of the Regional Council

The Eastern Ontario Outaouais Regional Council seeks to support and strengthen the ministries of its Communities of Faith as well as the ministry of all God's people, staff and lay leadership within those communities.

As we seek to carry out this ministry, we will be intentional about how we fully include all in Christ's love and service. This means that in our work as a Regional Council we will actively seek equity for, and participation from, the full diversity of God's Creation; seeking racial justice, identifying and undermining colonialism, celebrating all sexual orientations, gender identities and expressions, valuing linguistic and cultural diversity, seeking to include all who face challenges with their mental and physical health or social and economic circumstances.

We will carry out our ministry with people in all seasons of life as we honour our relationship with Indigenous Peoples and nurture ecological justice. We will work to effectively and respectfully communicate with one another so that no one is left behind.

IN ATTENDANCE

Rev. Nancy Best	Member, Indigenous Church Representative
Rev. Cindy Casey	President-Elect
Liz Church	Member
David Debenham	Member (departed at 11am)
Rev. Susan DeHaan	President
Frank Emanuel	Member
Nancy Hazen	Member
Rev. Éric Hébert-Daly	Member, Executive Minister
Julee Pauling	Member
Catherine Ryan	Member
Sue Smarkala	Member
Rousseau Whiteley	Member
Rev. Brian Cornelius	Corresponding Member, Regional Council Treasurer
Dana Ducette	Corresponding Member, Minister, Youth and Young Adults
Joel Miller	Corresponding Member, Executive Assistant to the Regional Council, Recording Secretary
Rev. Mary Royal-Duczek	Corresponding Member, Community of Faith and Network Support Minister, Minister, Youth and Young Adults
Rev. Victoria Andrews	Corresponding Member, Pastoral Relations Minister

REGRETS/ABSENT

Susan Hutton, DLM	Past-President
Rev. Erin McIntyre	Member

This meeting of the Eastern Ontario Outaouais Regional Council (EOORC) Executive will deal with regular business, but will focus on the following key areas:

- Discern potential for a programing review process
- Discern supervisory mechanism for regional council camps

- Decide on Eastern Ontario Outaouais Regional Council Trust Consolidated Budget (2026)
- Discern April Executive Meeting Date

Call to Order – Rev. Susan DeHaan, President called the meeting to order at 9:04AM.

“In the name of the Lord Jesus Christ, the only sovereign head of the Church, and by the authority of the Eastern Ontario Outaouais Regional Council of the United Church of Canada, I hereby declare this Executive meeting duly constituted and to be in session for conducting the business which will properly come before it.”

A Time of Prayer for Communities of Faith – Rev. Cindy Casey led prayers for Communities of Faith.

Prayer requests for Pastoral Charges in Eastern Ontario Outaouais Regional Council are being shared through the following website. <https://www.prayercycles.ca/easternontariooutaouais>. The following Pastoral Charges are on the prayer cycle for March 2026: Merivale-Fallowfield, Harrowsmith-Verona, Christ Church United, Almonte, Arnprior: Grace-St. Andrew's.

The regional council is committed to praying every month for the regional council and the Indigenous Church.

*A letter on behalf of the regional council goes out to the churches informing them that they are being prayed for. The President-Elect is reaching out to communities of faith that are on the prayer roll, to learn about what some of their needs are and what prayers on their behalf can focus on.

Land Acknowledgement & Opening Devotions – Julee Pauling led the land acknowledgement, calling all to become aware of their connection to the land, to consider how the lands looked very different two centuries ago, and to continue to work towards right relations while acknowledging that we meet, work and study on the unceded land of First Peoples. As part of the opening devotion, Julee read from Luke 9:28-36 “Transfiguring Story” and pondered the meaning of the Gospel’s reference to putting up tents, and how this action is a reminder of when in the old Testament “tentage” was referred to the presence of God, the erection of Tabernacle, a place to mourn, repent and ask for forgiveness, and worship. But the disciples are told after proposing to put up shelters that they did not know what they were proposing. It is suggested that this is because the transfiguration is a new opportunity for God’s presence to be with the People of God. Julee closed this time of devotion by asking all to remember the work of disciples done in faithfulness, and how Spirit is always at work, even when we do not know how, but walk in humility and faithfulness.

Time for Sharing – All are invited to share.

Appointment of an Equity Support Person for this Meeting

2026-03-12_001 MOTION (C. Casey/N. Best) That the Eastern Ontario Outaouais Regional Council Executive appoint Sue Smarkala as Equity Support Person for this meeting. **CARRIED**

*It was highlighted that the evaluation can be based on the Equity Score card from ECORC (neighboring regional council) <https://ecorcuccan.ca/resources/accessibility/>.

Minutes of February 12, 2026

2026-03-12_002 MOTION (J. Pauling/S. Smarkala) That the Eastern Ontario Outaouais Regional Council Executive accept the minutes of February 12, 2026 as corrected:

1. Vision Keepers email needs to be corrected to visionkeeperseorc@gmail.com

CARRIED

Email Poll of March 3, 2026

2026-03-12_003 MOTION (F. Emanuel/C. Casey) That the Eastern Ontario Outaouais Regional Council Executive accept into its minutes the results of email poll held on March 3, 2026:

2026-03-02-001 MOTION (L. Church/S. Hutton) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to approve the request of the Trustees of Glebe St. James United Church, Ottawa, to expend \$300,000 on major roof renovations and repairs. CARRIED

2026-03-02-002 MOTION (L. Church/S. Hutton) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to approve the following request from the Trustees of Glebe St James United Church:

- 1. Recognize the requirement for Glebe-St James United Church, Ottawa, to carry out extensive repairs to the roof of its church building and agrees that the estimated expenditure of \$300,000 is reasonable.*
- 2. Confirm that Glebe-St James has the \$150,000 funding available to support an application to the United Church of Canada Congregational Development Fund.*
- 3. Confirm that Glebe-St James is in a position to repay a loan from the Congregational Development Fund over a 10-year period.*
- 4. On that basis, approves the proposed project and the application by Glebe-St James to the United Church of Canada Communities in Ministry for a loan from the Congregational Development Fund in the amount of \$139,771, repayable over a 10-year period and backed by a mortgage against the property if necessary. CARRIED*

CARRIED**Agenda**

2026-03-12_004 MOTION (N. Best/L. Church) that the Eastern Ontario Outaouais Regional Council Executive accepts the agenda as amended:

1. Addition of *e (for decision)* and *f (for decision)* under Regular Business, section 8;
2. Addition of *correspondence e* under Correspondence In;
3. Addition of *EOORC YAYA Leadership Team Leadership Research and Camp Awesome Final Report* (see under section 5c);
4. Removal of section Finance – nothing to report at this time.

CARRIED**Correspondence In**

- a) December 10, 2026, Kristopher Tavella, Vice President, Developments & Investments, Kindred Works, re EOORC Regional Trust Budget (2026) (*for information*);
- b) February 9, 2026, Zicos Adèle Asla, Sales Manager, Gestionnaire des Ventes, re Potential venue for conferences and retreats (*for information*);
- c) February 20, 2026, copied on a letter from Bev Renwick, Program Coordinator, Duty of Care and Incorporated Ministries, to Steve McCulloch, Director, Camp Lau Ren, Cindy Harrison, re Camp Lau Ren accreditation decision (*for information*);
- d) February 27, 2026, Zicos Adèle Asla, Sales Manager, Director of Business Development, re Faith Conference & Retreat Venue – DEV Centre (*for information*);
- e) March 6, 2026, Rev. Michelle Robichaud, Chair, Vision and Transformation Leadership Team, re resignation as Chair effective May 30 (*for information*).

Correspondence Out

- f) March 5, 2026, Rev. Eric Hebert-Daly, Executive Minister, re reference letter to support for the refugee application of Daniel Addai Fob (*for information*).

Consent Packet

2026-03-12_005 MOTION (R. Emanuel/J. Pauling) that the Eastern Ontario Outaouais Regional Council Executive:

- a) Receive for information the Pastoral Relations Commission Minutes of February 17, 2026.

CARRIED**Business Arising**

1. **YAYA Programming Review** – Rev. Eric Hebert-Daly highlighted how the updated strategic plan will look more in detail at YAYA programs and it is the hope that an assessment of existing programming provide direction in time for when the updated strategic plan is presented at the spring annual general meeting. Moreover, Eric proposed Janet Coutro be engaged to work on this review (this work would be done for a numeration). Eric has asked Janet to put together a more formal working proposal to finalize the details. Members of the Executive were in consensus of engaging Janet. Feedback expressed a desire for this review work to be undertaken within United Church of Canada context (keeping in scope *Towards 2035* vision).
2. **Way Forward – Towards 2035 (Training Programs Lay)** – Rev. Mary Royal-Duczek shared there were two sessions remaining; following these training sessions a survey for feedback on the courses.
3. **Vision Keepers** – Rev. Frank Emanuel highlighted the Visions Keepers working their mission statement, and are benefiting from Rev. Victoria Andrews, Pastoral Relations Minister's contributions and wisdom while working with the group. The group has been focusing on relational communication with congregations of the regional council, and addressing internet challenges among rural congregations.
4. **Centretown United Church – Centre 507** – Rev. Victoria Andrews shared that a meeting is scheduled for the end of March to hold mediated discussions.

Regular Business

5. **YAYA – Dana Ducette**
 - a) **Camp Lau Ren Accreditation** – This camp has been officially accredited
 - b) **Golden Lake Camp** – Concerns were raised over of the camp transporting campers offsite in volunteer vehicles. Under the Duty of Care Policy, regional council executives are tasked with considering issues around duty of care (direct, pause camp). Since the concern was raised, the director has been instructed to use a bus as an alternative for transporting campers. Should this not occur, the Executive could pause the camp until the transportation conditions are met. The Ontario Campers Association were also made aware of the issue as the complainant also copied them. There is funding available for transportation. The Executive will be made aware when and how Golden Lake Camp has complied with the request surround transportation at its next meeting.

Where should supervision fall? What systems are in place to protect children: 1. Code of Ethics for Youth Ministry The United Church of Canada 2. Faithful Community A Duty of Care Approach for Programs. Who is ensuring that these systems/safeguards (accreditation, duty of care, etc.) are being complied with by all the camps? Does the Executive demand written accountability each year from camps (due diligence checklist), does the accreditation team carry out this type of supervision, should

supervisors be hired to be directly on campsites? It was suggested that a proposal come to the next executive so that a recommendation can be made as to what action of supervision can be taken. How is this done for all category 1 incorporations throughout the regional council?

It was asked that a written brief for this type of issue be provided in the future.

c) **YAYA Leadership Team Leadership Research and Camp Awesome Final Report**

- See *EOORC YAYA Leadership Team Leadership Research and Camp Awesome Final Report* as **Appendix A**

6. **Pastoral Relations Commission (PRC)** – Rev. Victoria Andrews shared that the issue surrounding Congregational Designated Minister (CDM) remains an agenda topic and a recommendation will be made to the Executive soon.

- See *Pastoral Relations Commission minutes of February 17, 2026* as **Appendix B**

7. **Future Through Property Leadership Team** – Rev. Eric Hebert-Daly

a) **Eastern Ontario Outaouais Regional Council Trust Consolidated Budget (2026)**

- See *Eastern Ontario Outaouais Regional Council Trust Consolidated Budget (2026)* as **Appendix C**

2026-03-12-006 MOTION (N. Hazen/S. Smarkala) That the Eastern Ontario Outaouais Regional Council Executive approve the Eastern Ontario Outaouais Regional Council Trust Consolidated Budget (2026). **CARRIED**

b) **Day-to-Day Property Decisions for Church Buildings Without a Congregation** – Rev. Eric Hebert-Daly raised the question on what the expectation is of UPRC on their ability to make day-to-day property decisions by the regional council? A proposal surrounding these expectations will be brought to the next meeting of the executive.

c) **Outline of the Different Responsibilities of Property Management Groups** – Rev. Eric Hebert-Daly shared details concerning property matter responsibilities in EOORC as outlined in the reference document.

- See *Property Management Groups Responsibilities reference document* as **Appendix D**

d) **Orleans United Church**

- See *Contractor's estimate of costs* as **Appendix E¹**
- See *OUC summarized 2026 budget* as **Appendix E²**

Background

The mailing address of Orleans United Church (OUC) is 1111 Orleans Blvd, Orleans, Ontario K1C 7C8.

The work involves replacing the water main from the edge of the municipal road (Sugar Creek Way) to 'our' hydrant. Estimated cost \$98,000, including HST. Estimate is attached. (2025-109-1111 Orleans Blvd – Budgetary Proposal – revised Dec 9th 2025)

In August 2025, we experienced a rupture in this watermain which resulted in the city shutting off of water to the church, a closure of the church, cancellation of church and tenant activities and needed repairs costing approximately \$19,000 (repairs only). Please note that this was a rupture, resulting in water gushing up through our paved parking lot, visible to cars passing by. The rupture caused a sinkhole in the parking lot. The ruptured water main is 6" ductile iron pipe which would normally be expected to have a lifetime of up to 100 years. Experience in the Ottawa area is 'faulty' ductile iron

piping was used about 35-45 years ago and many failures have been experienced in recent years. The ruptured water main at OUC showed considerable corrosion. Future ruptures are almost guaranteed if the water main is not replaced. And, repair after repair would be more expensive and much more disruptive than replacing the water main this summer under optimal conditions. When the church was built, we were required to have a private fire hydrant on our property, closer to the building than the municipal hydrants. This meant we needed to have the 6" pipe from the municipal water main to our fire hydrant.

Our 2026 budget was approved at our Annual Congregational Meeting, which included this repair work with the estimated cost of \$100,000 to be raised through intense fundraising.

The Trustees have applied to the Church Extension Fund for a grant of \$25,000.

26-03-12-007 MOTION (C. Casey/S. Smarkala) That the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to authorise the Trustees of Orleans United Church to expend \$100,000 on the necessary replacement of water pipes on church property. **CARRIED**

e) **St. Andrew's United Church, Burnstown ON**

Background

St Andrew's UC amalgamated with the White Lake congregation. The church property at 1075 Calabogie Rd is surplus property of the amalgamated congregation. In 2025 a survey of the property turned up problems with the title to the part of the property used as a parking lot by the congregation. After discussions with the Municipality were unable to resolve the difficulties in the title, the Trustees retained the services of the Toronto law firm Gardiner Roberts to research and seek an amendment to the title. The legal work was carried out between February 26, 2025 and January 8, 2026. Bridge funding to pay the legal fees was provided by Brian Cornelius, EOORC Treasurer. Once the property is sold, the amount of the bridge funding (\$58,112.50) will be reimbursed to the Region from the sale proceeds. The congregation is now ready to list the property for sale.

26-03-12-008 MOTION (C. Ryan/S. Smarkala) That the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to authorize the Trustees of St. Andrews United Church, Burnstown ON, to list the church, located at 1075 Calabogie Rd, Burnstown, Renfrew ON for sale at \$350,000. The sale will be on an "as is, where is" basis. The sale listing will specify that 5 business days are required to obtain necessary approvals from the Eastern Ontario Outaouais Regional Council of the United Church of Canada. **CARRIED**

8. **General Meeting/Education Event Planning Leadership Team**

a) **Save the Date!**

May 29, 30, 2026

AGM

Trinity United Church, Smith Falls

Fall Meeting

October 24, 2026, in person general meeting at Manotick United Church (evening prior attendees welcome to stay at local area camps)

March 6, 2027

Online Winter Educational Event

June 4, 5, 2027
AGM
Kanata United Church, Kanata

October 30, 2027
Fall Meeting
Sub-regional (if it was successful in 2025), or Pembroke area

- b) **(Discernment) Celebration of Ministries** – Rev. Eric Hebert-Daly shared that is one admittand in the summer and there will be one ordinand in the fall. The question has been raised by the planning team as to when the Celebrations of Ministries service could take place (in conjunction with the spring and fall meetings)?

9. **Indigenous Ministries** – Rev. Nancy Best

a) **National Indigenous Spiritual Gathering, Carleton University, Ottawa, July 15-18**

There was consensus to sponsor Rev. Nancy Best to attend this spiritual gathering. There will be follow up with Tim Hackborn first to get a better understanding of what is required and in what capacity Nancy should be attending.

10. **Nominations** – noting to report at this time.

New Business

11. **Relationship Building and Exploring Membership (Emmanuel United Methodist Church, Swahili Community)** – This will be a topic for discussion at the next executive meeting.

i) **(Discernment) Financial Support for Project to Translate the Song of Faith into Swahili**

12. **April Executive Meeting?** – Rev. Eric Hebert-Daly

There was consensus that an April 30th Executive meeting would replace the April 9th and the May 14th Executive meetings.

Report from the Equity Support Person – Sue Smarkala encouraged all to identify using their personal pronouns. The meeting was graded with an A.

Closing Prayer – Rev. Susan DeHaan.

Conclusion

The Chair declares that all the business having come before this meeting of the Executive has been duly dealt with, and that the meeting is concluded at PM.

Next meeting date:

- Thursday, April 30, 2026 (zoom) 9 am – noon
- Thursday, June 11, 2026 (zoom) 9 am – noon

EOORC Executive Duty Roster

	Opening Devotions / Land Acknowledgement	Equity Monitor	Closing Prayer
<i>Summer</i>			
<i>April 30, 2026</i>	Nancy Best	Julee Pauling	Rousseau Whiteley
<i>May 14, 2026</i>	Rousseau Whiteley	Nancy Best	Cindy Casey
<i>June 11, 2026</i>	Nancy Hazen	Rousseau Whiteley	Susan DeHaan

Appendices

Appendix A	EOORC YAYA Leadership Team Leadership Research and Camp Awesome Final Report	Pages 9-13
Appendix B	Pastoral Relations Commission minutes of February 17, 2026	Pages 14-17
Appendix C	Eastern Ontario Outaouais Regional Council Trust Consolidated Budget (2026)	Pages 18-28
Appendix D	Property Management Groups Responsibilities reference document	Page 29
Appendix E ¹	Contractor's estimate of costs	Pages 30-33
Appendix E ²	OUC summarized 2026 budget	Pages 34-35

Appendix A

EOOR Youth and Young Adult Ministry Leadership Team

Leadership Research and Camp Awesome Final Report

February 27, 2026

Camp Awesome Decision Overview

The decision of the Youth and Young Adult Leadership Team to pause Camp Awesome to review its future was made because the program was no longer able to meet its objectives and purpose. After significant discernment it was agreed by the YAYA Leadership Team to close Camp Awesome and to no longer offer it as a regional leadership program. This was due to several reasons.

The first was, since Covid there has been an increase in interpersonal conflict between the youth and young adult staff both inside and outside of camp. This led to significant HR challenges such as staff quitting mid-shift, and inappropriate behaviour outside of camp that extended into the day-to-day operations at camp. Along with these issues were the struggle with access to HR, and regional support of the Camp Director and the Regional YAYA Minister, due to summer vacation schedules.

Second, the increased registration of campers with a higher level of support for Autism Spectrum Disorder, ADHD, etc. This posed challenges that pulled staff away from camper groups to work 1:1 with a high needs' camper.

Third, the extension of the camp hours to meet the needs of working families, altering the schedule from 10am-3pm to 9am-5pm. This required two staff shifts to meet the Ontario Employment Standards for work hours, and led to a disconnect between the two groups in communication and interaction.

Fourth, the decrease, and unknown in consistent funding support from the Canada Summer Jobs program each season.

Fifth, Host Churches decline in available volunteer, and onsite camp support since Covid.

Sixth, the challenges with access to transportation, as well as public transit outside Ottawa, time needed for travel, and low camper registration to bring Camp Awesome to communities outside Ottawa.

Seventh, in recognition of climate change, the increase in summer temperatures and lack of air-conditioned spaces in many Communities of Faith, resulted in an increased risk of health problems (incl. heat stroke, asthma).

Eighth, the increase in requirements on the regional YAYA Minister to support General Council national YAYA programs, regional camps, and Incorporated Ministries, Camp Accreditation and Duty of Care.

Ninth, the Camp Awesome model of leadership training was outdated, and relied upon a traditional model of Sunday School education. This did not meet the needs, skills, and interests of youth and young adults in leadership.

Leadership Review

Part of the decision to pause Camp Awesomes was done to allow time to review the program and discern what the needs are of the Region. The YAYA Leadership Team began this process by having conversations with different groups who offer YAYA leadership programs, and ministries within the region, nationally and in the UK. The purpose of these conversations was:

1. **LEARN TO RECREATE:** To learn about what was already happening around the region through existing ministries like camps and communities of faith.

2. **LEARN TO ADAPT:** To learn about what was happening nationally within the GCO network and in other regions across Canada, and adapt it for our regional context.
3. **LEARN TO EXPLORE:** To learn what was happening in other denominations such as the Church of England in their parishes, and schools, and explore what might be possible and innovative.

Leadership Programs Review

1. Camp Lau-Ren – Rev. Tiina Cote & Hazel Ward-Moreau

Hazel and Tiina met with Steve McCulloch (executive director of Camp Lau-Ren) for a Zoom conversation on February 26th, 2025.

-Steve attributes a lot of Camp Lau-Ren's success in 2024 to their staffing model: they hire 25 camp counselors, and 14 work on any given week. This pool of counselors allows flexibility: if a counselor needs a sick day or 2, there is someone available from the pool to step in. Some do work all summer, but some do not. This allows some counselors the flexibility to take a week off to attend their sister's wedding. Camp Lau-Ren also gets more applicants when the applicants know that they don't have to commit to the whole summer.

-they have 3 lead counselors, of which 2 are on-site at any given time when camp is in session

-besides 14 counselors, they have other paid staff: a coordinator, an assistant, cooks, lifeguards, and a caretaker (some counselors have lifeguard qualifications)

-besides paid staff, they maintain a pool of volunteers as well (some commit to specific weeks, and some are available to come in for the odd day as needed)

-they do have a LIT (leadership in training) program

-senior campers can become leaders-in-training and then camp counselors

-they have goals for leadership training

-policies and procedures are readily available (on USB sticks)

-about 1/3 of their staff is new at any given intake

-all paid staff come to a training weekend (1st week of June) whether they are new to Camp Lau-Ren or not: Steve feels this training weekend is vital for creating community among the staff

Challenges they face: (as articulated by Steve):

-maintaining a staff pool does have extra costs (eg. t-shirts for everyone)

-they struggle to get enough male counselors

-they are looking to have a non-gender cabin (to go with their boy cabins and girl cabins)

-sometimes they have pushback from parents

-they look for young people to sit on the board of directors

-communication is a big piece: Steve uses Snapchat with counselors (as well as traditional emails)

Steve's advice to YAYA:

-build a team, and continue to build on that team (and realize it will never be perfect)

-have alumni events (as this is where your team of volunteers will come from) Examples: a camp open house, put a camp float in the Santa Claus parade. Camp Lau-Ren did floats in the Pembroke and Carleton Place Santa Claus parades, and the youth got volunteer hours.

-realize that teens are notoriously bad at reading emails, so be open to using other forms of group communication with them (Steve says that when he started communicating with them via Snapchat, when they were all reading the communications)

2. The GO Project – Dana Ducette

<https://thegoproject.ca/youth-go-project/>

The GO Project is framed as a mission trip for youth in Canada and describe as:

"Our overnight programs currently run for 8-days and nights. During the program, participants and staff reside at the host church, cook and eat together, serve with local environmental and social justice organizations, and discern how they are being called into action in their own lives and communities through

discernment workshops. Youth programs provide the mission trip experience without having to leave Canada, and for a fraction of the cost.”

The experience is open to youth ages 13-18 years and costs \$499 per participant. The GO Project leadership is trained and supported by Rev. Alana Martin, who is the Minister and Program Manager. The GO Project was originally a project of Islington United Church and has a Board of Directors. This project is funded through Canada Summer Jobs grants for staff salaries and participant fees and fundraising cover the program costs.

Much like an overnight camp experience, The GO Project participants stay overnight at the host church. This alleviates daily transportation and allows youth to participate from every corner of the region without having to travel 4+ hours.

This summer Orlean's United Church will be hosting The GO Project July 18th – 26th. Youth from across the region will be encouraged to participate. Funding support is available via Scrivens Baillie Fund.

3. **Echo Project – Janet Curry-Kelk**

Echo Project is an Ecumenical Ottawa based program for youth ages 10-15 year, which allows youth who are interested in mission work, or putting their faith into action, to experience how others live and how they can engage with vulnerable and marginalized people consistent with their faith. This program was offered for a week in Summer of 2022 and 2023.

Goals: 1. Enable youth to give back to their community in meaningful ways through volunteering and learning about social programs in their community. They learned about causes of injustice through a theologically lens and how churches can support progressive mission work in communities that is helpful and hopeful. Youth also were invited into the church, where they lived for the length of the project. Eating, sleeping and building community and connection with one another. This allowed them to feel at home in the church, and see what differences they can make locally in their own community as the Holy Spirit guides them.

Goal: 2. Give back to the church community of faith: They will share their experience with their community of faith in the fall.

Goal: 3. Support the local community enterprises when volunteer support has been difficult to find and needs within the community have risen.

4. **General Council Climate Motivator Program – Dana Ducette**

<https://thegoproject.ca/climate-motivators/>

The Climate Motivator Program is an 8-week (May 18-July 10) project open to young adults ages 18-25 from across Canada. The purpose of the project is to work with Communities of Faith, fostering multigenerational engagement that inspires local climate action and strengthens community resilience. Participants work directly with one community of faith and are supported by a dedicated mentor from within the community of faith. Leadership development, training, and support for this project comes from the GO Project and funding for participants is supported by the Canada Summer Jobs grants.

The project has four pillars it operates from: Reduce carbon emissions, advocacy and education, individually and collectively reconnecting with the earth, emergency and disaster relief.

The leadership component for this program relies upon the age of participants coming with existing skills and maturity to be able to create and generate a community-based project. The mentor's role is helping the participant identify areas of growth and provide opportunities to learn along with project support.

The Climate Motivator Program will be hosting a team building, and advocacy training in Ottawa in May 24th – 29th. Young Adults from the region are invited to participate in some of their activities to learn about the program and make connections.

5. **Gibimishkaadimin Indigenous Young Adult Leadership Program – Dana Ducette**

<https://gibimishkaadimin.wixsite.com/home>

Gibimishkaadimin is a reconciliation canoe trip for indigenous and non-indigenous youth and youth adults from coast to coast to coast in Canada. The program offers an opportunity for Indigenous Young Adults to work together as a team by sharing knowledge and experience with participants. The leader's role is to provide cultural and experiential learning to participants, and mentor Indigenous youth in the Leaders-in-Training (LIT) Program over a 10-day camping trip in Lake Temagami.

The purpose of this program is to develop connection and relationships amongst the participants and to break down barriers to learning about Indigenous, Inuit and Metis culture, while on the land.

The leadership program emphasizes the use of Indigenous methods of education, organization and research methodologies that allows the leaders to discern their gifts and skills to share with the group. Working in collaboration and preparing for the trip over Zoom, the leaders decide on the topics to be covered and theme for each trip. If there is new knowledge to be learned before the trip, the leaders connect with their elders and knowledge keeper.

During the trip, the leaders work together with the non- Indigenous outfitter staff to support the physical canoe/camping aspect of the trip and share knowledge.

Gibimishkaadimin relies on leaders coming from inside the program to renew its leadership complement each year. This also requires sensitivity to the needs of Indigenous youth and young adults as well as support for challenges they maybe facing in their lives outside of the program.

The biggest benefit of the Indigenous Leadership program of Gibimishkaadimin is the opportunity for the leaders to experience ceremony and rituals through teaching and leading others. For many of the leaders, ceremonies such as smudging and drumming are not part of their lives as urban indigenous peoples. Gibimishkaadimin provides the place in which they reconnect and grown in confidence as well as pride in their identity.

Leaders are not paid however all costs pertaining to the program are covered for all participants. Gibimishkaadimin is a ministry of the UCC and based in Toronto.

6. Church of England: Archbishop of York's Young Leaders Award – Dana Ducette

<https://www.nse.org.uk/curriculum-and-inclusion/religious-education>

The Church of England's, National Society for Education, created a program to;

1. Build pupils' leadership and character skills
2. Grow confidence, teamwork, and care for others
3. Empower courageous advocates to serve their communities

"Young people have the power to change the world. We're passionate about empowering Young Leaders to transform society and to inspire others to do the same. The Archbishops' Young Leaders Award (AYLA) is a fully resourced leadership and character education programme designed to be delivered by teaching staff within the classroom. Available at KS1 through to Post 16. The AYLA has strong links to SMSC, British Values, PSHE, Character Education, Citizenship, RE, and SIAMS."

I attended an online information seminar about this project to learn how it works and to understand if it could be adapted for the UCC and the region. The program is divided into modules that are taught in sections during the school day schedule and start from kindergarten to high school.

This program was developed to build leadership skills and mindset with children, and youth. It has many aspect which could be adapted for our Sunday schools and youth programs with the region. There is a cost to this program, but it is similar to other Sunday school/youth group programs.

The difference in this program is the inclusion of leadership training from an early age, and the integration of Sunday school curriculum. It would be interesting to try this program in a test community of faith to see if it provides the foundational leadership skills many youths are missing. One requirement of this program is volunteer commitment for consistency.

Recommendations**Overview**

In reviewing the leadership programs already existing in the UCC, there are many opportunities for youth and young adults to participate, and within EOOR we are blessed with the Scrivens Baillie Fund to help support the financial costs to participate for YAYA and YAYA Leaders. While not short on YAYA leadership opportunities, what the regional YAYA staff has capacity to manage, and facilitate is not infinite.

Since the Region's inception the nature of YAYA ministry has changed. Youth leadership has evolved over the years where youth want to leverage their specific skills, gain experience that will help with post-secondary opportunities, and give back to the community. They now have many paid options to develop their leadership skills outside of teaching and supporting children.

The increase in responsibility with the Incorporated Ministries supervision and accreditation for camps as well as National UCC YAYA priorities requires more time from the YAYA staff. All YAYA Staff are responsible to the General Council Office, and their Region. This can cause friction between what is happening nationally versus locally. Especially when national programs need to take priority over regional programs, principally between May-August when the majority of YAYA are available and programs are happening. Each summer, the list of national programs seems to grow, while the number of weeks in the summer stay the same.

What are we working with:

- Community of Faith volunteer bases have aged and shrunk post- Covid.
- Post-Secondary students' availability May – August
- High schooler availability July – August.
- Canada Summer Job funding is tenuous, and not guaranteed every year.
- Cost of Living effect on tuition and living expenses
- Minimum wage \$16.60(under 18), \$17.60(over 18)

Discerned Opportunities**1. YAYA LLWL**

The current LLWL training program is not accessible to YAYA learners for two reasons. First, finding time and space to participate in CHURCHx modules are challenging when YAYA are in the early years of building careers, or still in school. Second, the cost for each module is prohibitive and out of the range for many YAYA's budgets. Develop a version of the LLWL that educates and supports YAYA as LLWLs. Using a mentor/mentee model, YAYA would be able to develop worship leader skills, engage with communities of faith and service the region in a meaningful way that also provides financial support.

2. Camp Awesome VBS: Camp Awesome run by communities of faith 2027

EOOR YAYA ROLE: Provide leader training, program templates and outlines.

COMMUNITIES OF FAITH ROLE: Recruit volunteers, provide spaces, administer registration and run camp. This allows communities of faith to adapt the program to their volunteer base and community needs such as length of program and schedule.

3. Tri-Regional Programs

Work collaboratively with ECOR and Nakonha:ka Region to provide more opportunities for YAYA to participate in regional leadership activities. This would provide access to different opportunities and build connections and relationships within the three regions that could be called upon to support regional meetings and in other capacities.

4. Growth of Children's Ministries with the EOOR

Regionally directed commitment to children's ministries to support intergenerational worship and communities of faith. In establishing intentional support for children's ministries within the Region there is more opportunity to strengthen YAYA ministries as these children grow and process. This in turn provides a foundation for intergenerational activities.

Respectfully Submitted, EOOR YAYA Leadership Team

Appendix B

Pastoral Relations Commission minutes of February 17, 2026

PRESENT:

Jim Allen, Victoria Andrews, Wayne Harris (Chair), Karen McLean (Scribe), Micheline Montreuil, Blair Paterson, Mary Royal (7)

REGRETS/ABSENT: Elaine Beattie, Teresa Burnett-Cole, Michelle Robichaud, Don Stiles (4)

CALL TO ORDER, OPENING PRAYER:

Chair, Wayne Harris, called the meeting to order at 1:05 p.m. Following a quick check-in with members Blair led us in an opening prayer.

QUORUM:

Quorum for the team is 50% +1. There are 8 voting members, so quorum is 5. That not being met, it was agreed that motions not affecting pastoral relations would be agreed/disagreed and all others would be circulated as Interim motions to the Commission members following the meeting for approval/defeat.

CORRESPONDING MEMBER(S): None

INTERIM MOTIONS: None

ADDITIONS/CORRECTIONS TO THE AGENDA: 1) Pastoral reports

It was agreed to accept the agenda for the day with the addition of “pastoral reports”.

ACCEPTANCE OF MINUTES:

It was agreed to accept the minutes of January 20, 2026, as circulated.

CORRESPONDENCE:

- Letter from Prescott: St. Paul's P.C.

REMEMBRANCES:

- Rev. Fred Richard Milnes, died Jan. 25, 2026. [Victoria will notify the Treasurer and ask him to make a donation to the M&S Fund.]

MEDICAL LEAVE:

- LTD: Rev. Carolyn Insley (North Gower-Carsonby P.C.) – effective November 7, 2024.
- Rev. Erin McIntyre (Knox-St. Paul's Pastoral Charge, Cornwall) – effective October 26, 2025 - extended
- Rev. Lynne Gardiner – extended to mid-March 2026.

ACKNOWLEDGED SABBATICALS: NONE

SABBATICALS/COVERAGE:

MacKay P.C. (Rev. Peter Woods) (to be emailed as an Interim Motion)

MOTION 2026-13 “that the EOORC PR Commission takes note of the upcoming Sabbatical of the Rev. Peter Woods (OM), MacKay Pastoral Charge, for the period April 15 – June 9, 2026.”

SUPERVISED MINISTRY EDUCATION (SME) site: None

CHANGE IN PASTORAL RELATIONS:

Prescott: St. Paul's P.C. (Rev. Brenda Bailey) (to be emailed as an Interim Motion)

MOTION 2026-14 “That the EOORC PR Commission approves the request from the Prescott: St. Paul’s Pastoral Charge to end pastoral relations with the Rev, Brenda Bailey, effective May 8, 2026.”

PASTORAL CHARGE CONSTITUTIONS: None

SHARED MINISTRY AGREEMENTS: None

APPROVAL OF PROFILES: None

CALLS/(RE)-APPOINTMENTS: (to be emailed as an Interim Motion)

Parkdale P.C.

MOTION 2026-15 “that the EOORC PR Commission approves the re-appointment of Bev Buckingham (DLM-R) to the Parkdale Pastoral Charge, 20 hours per week as Congregational Minister effective January 1, 2026 – August 31, 2026.”

CHANGE OF TERMS: None

SACRAMENTS/ELDERS: None

CONGREGATIONAL DESIGNATED MINISTER (CDM): None

PASTORAL CHARGE SUPERVISORS:

PCS needed for at least Spencerville P.C., Cumberland P.C., South Mountain-Hallville P.C., Calvin P.C. (Pembroke), Glasgow.

LIAISONS:

Liaisons are needed for Cumberland P.C. and numerous others.

Victoria noted the Pacific Mountain Regional Council (PMRC) has developed an online training course and wondered if we might find it helpful here. It could likely be fairly easily adapted for EOORC. It was agreed this is a good idea.

Pastoral Charges not searching: (26)

Addison	Augusta	Aylmer-Eardley
Bathurst	Cardinal	Centenary
Central Lanark	Clyde Forks-Tatlock	Delta-Toledo
Easton’s Corners	Elgin-Portland	Glasgow-Castleford
Golden Lake	Greenwood	Harrowsmith-Verona
Lower Gatineau Valley	Lyn: Christ	Mallorytown
Metcalf	Pittston	Rideau
South Mountain–Hallville	St. John’s (Brockville)	Templeton
Vernon	Westmeath	

FOLLOW-UPS FROM LIAISONS AND PCSs: None

OTHER BUSINESS:

1) Centretown profile

This profile had been approved in January pending two (2) corrections. Victoria followed up with them.

1. M&O actually referred to Mission and Outreach not Montrel Ottawa Conference. This has been changed to avoid confusion.
2. Concern had been expressed that they might not have sufficient funding for a full-time position. They have outside investments that generate more than enough interest to cover deficits.

2) Update on Congregational Designated Minister (CDM)

In 2022, the Manual was changed to allow this to be a solo position in a Community of Faith with proper oversight by the region. The region must confirm requirements e.g. sacramental privileges. A CDM must be at least a LLWL.

Executive – can we create a small sub-group from the PRC to prepare recommendations? These could be brought to the PRC and then sent on to the Executive for implementation.

Saskatchewan is a leader in this. They extend privileges to LLWLs but we and others do not.

We need something fairly soon – by the end of June.

Victoria and Jim volunteered to work on this. They will send an email to the PRC inviting others to volunteer be part of a small group.

3) Death Benefits

Effective January 1, 2026, death benefits for clergy have changed. In the past, the benefits provided 100% of pensionable earnings for a spouse (only if there was a spouse – not for lay employees). This has been changed to 150% of pensionable earnings for everyone and the clergy member names the beneficiary.

Previously – when a minister died, the salary continuance allowed time to sort things out. The new process has a 6-week to 3-month lag while the insurance is processed. The church is working on emergency funding to cover this gap.

4) Date for a Zoom meeting with Liaisons and Pastoral Charge Supervisors to meet with Victoria.

At this point, we just need to find a date. It was unanimous that it be sometime *after* Easter.

5) Pastoral Report

Please review the report that was attached to the information email for this meeting and let Wayne know of any changes that are needed.

LAST WORD:

Next meeting – **Tuesday, March 17, 2026** at 1:00-3:00 p.m. via Zoom. Don Stiles will chair this meeting in Wayne's absence.

Zoom link: <https://us02web.zoom.us/j/83150733651?pwd=3MpvRPApa9KkOpJn0zE8VmzifZMhP6.1>

Meeting ID: 831 5073 3651

Passcode: 477861

CLOSING: Micheline led us in a closing prayer. The business listed on the agenda being completed, Wayne declared the meeting closed at 1:39 p.m.

INTERIM MOTIONS (Feb. 18, 2026)

MacKay P.C. (Rev. Peter Woods) (to be emailed as an Interim Motion)

MOTION 2026-13 (D. Stiles/E. Beattie) “that the EOORC PR Commission takes note of the upcoming Sabbatical of the Rev. Peter Woods (OM), MacKay Pastoral Charge, for the period April 15 – June 9, 2026.”

[Note: Passed on Feb. 19, 2026]

Prescott: St. Paul's P.C. (Rev. Brenda Bailey) (to be emailed as an Interim Motion)

MOTION 2026-14 (M. Montreuil/J. Allen) “That the EOORC PR Commission approves the request from the Prescott: St. Paul's Pastoral Charge to end pastoral relations with the Rev, Brenda Bailey, effective May 8, 2026.”

[Note: Passed on Feb. 19, 2026]

The United Church of Canada
L'Église Unie du Canada

Eastern Ontario Outaouais Regional Council
Meeting of the Executive

March 12, 2026
Zoom Teleconference

Parkdale P.C.

MOTION 2026-15 (M. Montreuil/B. Paterson) "that the EOORC PR Commission approves the re-appointment of Bev Buckingham (DLM-R) to the Parkdale Pastoral Charge, 20 hours per week as Congregational Minister effective January 1, 2026 – August 31, 2026."

[Note: Passed on Feb. 19, 2026]

Salem-Locksley P.C. Profile

MOTION 2026-16 (M. Montreuil/B. Paterson) "That the EOORC PR Commission approves the Salem-Locksley Pastoral Charge profile for posting on ChurchHub."

[Note: Passed on Feb. 19, 2026]

Appendix C



Eastern Ontario Outaouais Regional Trust 2026 Budget

Attached is the 2026 operating budget for Eastern Ontario Outaouais Regional Trust (EOORT). The 2026 budget offers a property-level view of projected performance, underlying assumptions, and anticipated stewardship goals for the coming year.

The 2026 projected net operating income before capital expenditures for EOORT is at \$9,991, up \$1,832 from the 2025 budget, and, 2025 property management chargeback was previous carried below net operating income, resulting in a more positive improvement. The 2026 budget reflects a property-based cost-recovery model for management fees, estimated at \$1,000 per property per month. This approach ensures that costs are allocated on a recovery basis. The implementation of this model remains subject to the final property management agreement currently being reviewed by the UCC.

Proactive management initiatives continue to improve property performance. Notable success includes St. Paul's Eastern UC, where a 70% increase in net income was achieved by securing a net lease. We have standardized a 24/7 emergency services across the portfolio to align with institutional best practices for tenant care and risk mitigation. This single point system ensures emergency services receive immediate coordination and professional intervention.

We have standardized a 24/7 emergency services across the portfolio to align with institutional best practices for tenant care and risk mitigation. This single point system ensures emergency services receive immediate coordination and professional intervention.

Proposals for Building Condition Assessments and Designated Substance Studies are almost finalized, with completion of the reports estimated for Q2 2026. The start date was adjusted from 2025 to 2026 to optimize the project scope and secure bulk pricing benefits for all the Regional Trusts. These studies are essential for our long-term capital planning and reinvestment strategy. Known capital costs are reflected in the 2026 budgets, and a comprehensive five-year capital plan will be prepared once the reports are complete to ensure alignment with available funding and responsible investment strategies.

Actual financial reports for 2025 will be provided at the end of February. This represents a significant milestone, as 2025 marks our first full year of reliable data. Previously, budget projections were difficult to finalize due to a lack of historical information. With the implementation of institutional systems like Yardi, we now have the capability to provide quarterly financial reports in a timely manner, which we will continue to refine throughout 2026. Future reporting will include variance analysis, and we are currently working with Yardi to improve the quality of rent roll data to improve the depth of information available in future reports.

The following pages include the Rent Roll as of the end of December 2025, the consolidated 2026 budget, and individual budgets for each of the five properties. Together, these documents are intended to provide a comprehensive and transparent overview of the Region's projected financial position for 2026.

We would welcome the opportunity to discuss these materials with you in the New year.

EASTERN ONTARIO OUTAOUAIS REGIONAL TRUST CONSOLIDATED BUDGET

Budget Analysis

For Property(s): Aylmer United Church, Hawthorne United Church, Merrickville United Church, St. Paul's Eastern United Church, St John's United Church

Consolidated

Description	2026 Budget	2025 Budget	Variance	Var %
REVENUES				
Base Rent	191,262	179,190	12,072	6.7%
TOTAL REVENUES	191,262	179,190	12,072	6.7%
UTILITIES				
Hydro	3,708	5,520	1,812	32.8%
Gas	1,272	17,952	16,680	92.9%
Water	8,784	13,968	5,184	37.1%
TOTAL UTILITIES	13,764	37,440	23,676	63.2%
OPERATING				
Waste Removal	0	1,200	1,200	100.0%
Technical Services Contract	29,400	2,808	-26,592	-947.0%
Cleaning Contract	0	3,000	3,000	100.0%
HVAC Contract	1,600	5,304	3,704	69.8%
HVAC Repairs	2,400	0	-2,400	
Elevator Contract	0	1,032	1,032	100.0%
Plumbing Repairs	2,000	0	-2,000	
Fire Safety Contract	4,025	3,696	-329	-8.9%
Fire Safety Repairs	1,200	0	-1,200	
Pest Control Contract	660	1,764	1,104	62.6%
Landscaping	2,400	3,132	732	23.4%
Snow Removal	7,998	9,204	1,206	13.1%
General Repairs - Interior	2,800	11,724	8,924	76.1%
General Repairs - Exterior	3,600	0	-3,600	
TOTAL OPERATING	58,083	42,864	-15,219	-35.5%
GENERAL				
Technology	2,820	456	-2,364	-518.4%
Property Management Fee	60,000	187	-59,813	-31,985.6%
Insurance	32,604	54,948	22,344	40.7%
Property Taxes	14,000	5,604	-8,396	-149.8%
TOTAL GENERAL	109,424	61,195	-48,229	-78.8%
TOTAL NOI BEFORE NON-OPERATING ADJUSTMENTS	9,991	37,691	-27,700	-73.5%
NON-OPERATING				
Consulting Fees	0	25,020	25,020	100.0%
Accounting Fees	0	3,312	3,312	100.0%
Bank Fees	0	1,200	1,200	100.0%
TOTAL NON-OPERATING	0	29,532	29,532	100.0%
TOTAL NOI	9,991	8,159	1,832	22.5%
ACCOUNTING ADJUSTMENTS				
Building Amortization	11,250	0	-11,250	
TOTAL ACCOUNTING ADJUSTMENTS	11,250	0	-11,250	
NET INCOME	-1,259	8,159	-9,418	-115.4%
CAPITAL ADJUSTMENTS				
Capital Improvements	63,750	0	-63,750	
TOTAL CAPITAL ADJUSTMENTS	63,750	0	-63,750	
NET INCOME LESS CAPITAL ADJUSTMENTS	-65,009	8,159	-73,168	-896.8%

EASTERN ONTARIO OUTAOUAIS REGIONAL TRUST RENT ROLL

Rent Roll - Eastern Ontario Outaouais Regional Trust

As Of = 12/31/2026

Unit	Name	Budgeted Rent Annual	Lease Type	Lease Term	Lease Start	Lease End
Current/Notice/Vacant Tenants						
01	Chapel of Restoration The Redeemed Christian Church of God	30,000.00	Semi Net	2 Year	4/1/2024	3/31/2026
Total	Aylmer United Church	30,000.00				
01	La Voix de la Puissance Divine	64,200.00	Semi Net	Month-to-Month	6/1/2022	5/31/2024
02	Hawthorne Meadows Nursery School	33,600.00	Semi Net	Month-to-Month	9/1/2024	8/31/2024
03	Aladin Preschool Centre	19,440.00	Net	40 Year	9/1/1995	8/31/2035
Total	Hawthorne United Church	117,240.00				
01	The Pews 15975948 Canada Inc / The Pews	39,218.00	Semi Net	5 Year	4/1/2024	3/31/2029
Total	Merrickville United Church	39,218.00				
01	Dans le pas du Sauveur	4,800.00	Gross	Month-to-Month	11/1/2024	10/31/2025
02	Bikkurim Studios Inc	0.00	Net	2 Year	11/1/2025	10/31/2027
Total	St. Paul's Eastern United Church	4,800.00				
01	St. John's Foundation For The Arts	0.00	Net	10 Year	2/1/2024	1/31/2034
Total	St John's United Church	0.00				
Total	All Properties	191,258.00				

EASTERN ONTARIO OUTAOUAIS REGIONAL TRUST PROPERTY LEVEL BUDGET

Budget Analysis

For Property(s): Aylmer United Church

Description	2026 Budget	2025 Budget	Variance	Var %
REVENUES				
Base Rent	30,000	30,000	0	0.0%
TOTAL REVENUES	30,000	30,000	0	0.0%
OPERATING				
Technical Services Contract	4,600	0	-4,600	
General Repairs - Interior	0	3,000	3,000	100.0%
TOTAL OPERATING	4,600	3,000	-1,600	-53.3%
GENERAL				
Technology	0	228	228	100.0%
Property Management Fee	12,000	187	-11,813	-6,317.1%
Insurance	6,600	7,956	1,356	17.0%
Property Taxes	14,000	5,604	-8,396	-149.8%
TOTAL GENERAL	32,600	13,975	-18,625	-133.3%
TOTAL NOI BEFORE NON-OPERATING ADJUSTMENTS	-7,200	13,025	-20,225	-155.3%
NON-OPERATING				
Consulting Fees	0	5,004	5,004	100.0%
Bank Fees	0	300	300	100.0%
TOTAL NON-OPERATING	0	5,304	5,304	100.0%
TOTAL NOI	-7,200	7,721	-14,921	-193.3%
ACCOUNTING ADJUSTMENTS				
Building Amortization	2,250	0	-2,250	
TOTAL ACCOUNTING ADJUSTMENTS	2,250	0	-2,250	
NET INCOME	-9,450	7,721	-17,171	-222.4%
CAPITAL ADJUSTMENTS				
Capital Improvements	12,750	0	-12,750	
TOTAL CAPITAL ADJUSTMENTS	12,750	0	-12,750	
NET INCOME LESS CAPITAL ADJUSTMENTS	-22,200	7,721	-29,921	-387.5%

Budget Analysis

For Property(s): Hawthorne United Church

Description	2026 Budget	2025 Budget	Variance	Var %
REVENUES				
Base Rent	117,240	107,040	10,200	9.5%
TOTAL REVENUES	117,240	107,040	10,200	9.5%
UTILITIES				
Hydro	3,708	4,560	852	18.7%
Gas	1,272	6,564	5,292	80.6%
Water	8,784	12,264	3,480	28.4%
TOTAL UTILITIES	13,764	23,388	9,624	41.1%
OPERATING				
Technical Services Contract	9,600	1,368	-8,232	-601.8%
HVAC Contract	1,600	3,600	2,000	55.6%
HVAC Repairs	2,400	0	-2,400	
Plumbing Repairs	2,000	0	-2,000	
Fire Safety Contract	4,025	2,244	-1,781	-79.4%
Fire Safety Repairs	1,200	0	-1,200	
Pest Control Contract	660	660	0	0.0%
Landscaping	2,400	1,500	-900	-60.0%
Snow Removal	7,998	6,204	-1,794	-28.9%
General Repairs - Interior	2,800	2,724	-76	-2.8%
General Repairs - Exterior	3,600	0	-3,600	
TOTAL OPERATING	38,283	18,300	-19,983	-109.2%
GENERAL				
Technology	1,380	0	-1,380	
Property Management Fee	12,000	0	-12,000	
Insurance	6,000	5,196	-804	-15.5%
TOTAL GENERAL	19,380	5,196	-14,184	-273.0%
TOTAL NOI BEFORE NON-OPERATING ADJUSTMENTS	45,813	60,156	-14,343	-23.8%
NON-OPERATING				
Consulting Fees	0	5,004	5,004	100.0%
Accounting Fees	0	804	804	100.0%
Bank Fees	0	300	300	100.0%
TOTAL NON-OPERATING	0	6,108	6,108	100.0%
TOTAL NOI	45,813	54,048	-8,235	-15.2%
ACCOUNTING ADJUSTMENTS				
Building Amortization	2,250	0	-2,250	
TOTAL ACCOUNTING ADJUSTMENTS	2,250	0	-2,250	
NET INCOME	43,563	54,048	-10,485	-19.4%
CAPITAL ADJUSTMENTS				
Capital Improvements	12,750	0	-12,750	
TOTAL CAPITAL ADJUSTMENTS	12,750	0	-12,750	
NET INCOME LESS CAPITAL ADJUSTMENTS	30,813	54,048	-23,235	-43.0%

Budget Analysis

For Property(s): Merrickville United Church

Description	2026 Budget	2025 Budget	Variance	Var %
REVENUES				
Base Rent	39,222	37,350	1,872	5.0%
TOTAL REVENUES	39,222	37,350	1,872	5.0%
OPERATING				
Technical Services Contract	5,200	0	-5,200	
General Repairs - Interior	0	6,000	6,000	100.0%
TOTAL OPERATING	5,200	6,000	800	13.3%
GENERAL				
Technology	0	228	228	100.0%
Property Management Fee	12,000	0	-12,000	
Insurance	20,004	17,796	-2,208	-12.4%
TOTAL GENERAL	32,004	18,024	-13,980	-77.6%
TOTAL NOI BEFORE NON-OPERATING ADJUSTMENTS	2,018	13,326	-11,308	-84.9%
NON-OPERATING				
Consulting Fees	0	5,004	5,004	100.0%
Accounting Fees	0	1,704	1,704	100.0%
Bank Fees	0	300	300	100.0%
TOTAL NON-OPERATING	0	7,008	7,008	100.0%
TOTAL NOI	2,018	6,318	-4,300	-68.1%
ACCOUNTING ADJUSTMENTS				
Building Amortization	2,250	0	-2,250	
TOTAL ACCOUNTING ADJUSTMENTS	2,250	0	-2,250	
NET INCOME	-232	6,318	-6,550	-103.7%
CAPITAL ADJUSTMENTS				
Capital Improvements	12,750	0	-12,750	
TOTAL CAPITAL ADJUSTMENTS	12,750	0	-12,750	
NET INCOME LESS CAPITAL ADJUSTMENTS	-12,982	6,318	-19,300	-305.5%

Budget Analysis

For Property(s): St John's United Church

Description	2026 Budget	2025 Budget	Variance	Var %
OPERATING				
Technical Services Contract	4,800	0	-4,800	
TOTAL OPERATING	4,800	0	-4,800	
GENERAL				
Property Management Fee	12,000	0	-12,000	
TOTAL GENERAL	12,000	0	-12,000	
TOTAL NOI BEFORE NON-OPERATING ADJUSTMENTS	-16,800	0	-16,800	
NON-OPERATING				
Consulting Fees	0	5,004	5,004	100.0%
TOTAL NON-OPERATING	0	5,004	5,004	100.0%
TOTAL NOI	-16,800	-5,004	-11,796	-235.7%
ACCOUNTING ADJUSTMENTS				
Building Amortization	2,250	0	-2,250	
TOTAL ACCOUNTING ADJUSTMENTS	2,250	0	-2,250	
NET INCOME	-19,050	-5,004	-14,046	-280.7%
CAPITAL ADJUSTMENTS				
Capital Improvements	12,750	0	-12,750	
TOTAL CAPITAL ADJUSTMENTS	12,750	0	-12,750	
NET INCOME LESS CAPITAL ADJUSTMENTS	-31,800	-5,004	-26,796	-535.5%

Budget Analysis

For Property(s): St. Paul's Eastern United Church

Description	2026 Budget	2025 Budget	Variance	Var %
REVENUES				
Base Rent	4,800	4,800	0	0.0%
TOTAL REVENUES	4,800	4,800	0	0.0%
UTILITIES				
Hydro	0	960	960	100.0%
Gas	0	11,388	11,388	100.0%
Water	0	1,704	1,704	100.0%
TOTAL UTILITIES	0	14,052	14,052	100.0%
OPERATING				
Waste Removal	0	1,200	1,200	100.0%
Technical Services Contract	5,200	1,440	-3,760	-261.1%
Cleaning Contract	0	3,000	3,000	100.0%
HVAC Contract	0	1,704	1,704	100.0%
Elevator Contract	0	1,032	1,032	100.0%
Fire Safety Contract	0	1,452	1,452	100.0%
Pest Control Contract	0	1,104	1,104	100.0%
Landscaping	0	1,632	1,632	100.0%
Snow Removal	0	3,000	3,000	100.0%
TOTAL OPERATING	5,200	15,564	10,364	66.6%
GENERAL				
Technology	1,440	0	-1,440	
Property Management Fee	12,000	0	-12,000	
Insurance	0	24,000	24,000	100.0%
TOTAL GENERAL	13,440	24,000	10,560	44.0%
TOTAL NOI BEFORE NON-OPERATING ADJUSTMENTS	-13,840	-48,816	34,976	71.6%
NON-OPERATING				
Consulting Fees	0	5,004	5,004	100.0%
Accounting Fees	0	804	804	100.0%
Bank Fees	0	300	300	100.0%
TOTAL NON-OPERATING	0	6,108	6,108	100.0%
TOTAL NOI	-13,840	-54,924	41,084	74.8%
ACCOUNTING ADJUSTMENTS				
Building Amortization	2,250	0	-2,250	
TOTAL ACCOUNTING ADJUSTMENTS	2,250	0	-2,250	
NET INCOME	-16,090	-54,924	38,834	70.7%
CAPITAL ADJUSTMENTS				
Capital Improvements	12,750	0	-12,750	
TOTAL CAPITAL ADJUSTMENTS	12,750	0	-12,750	
NET INCOME LESS CAPITAL ADJUSTMENTS	-28,840	-54,924	26,084	47.5%

Appendix D

Property Matters in Eastern Ontario Outaouais Regional Council

March 2026

There are a number of different bodies that deal with property issues in our Regional Council:

- **Future Through Property Leadership Team** (Committee of the Regional Council)
- **Church Extension Committee** (Incorporated Ministry)
- **Congregational Development Fund** (General Council Office)
- **United Property Resource Corporation** (General Council Office)
- **Kindred Works** (Development Corporation)

Here is a quick reminder of who does what.

“We want to renovate our church, and it will cost \$75,000 or more”

“We want to lease out our church (or portions of our church) to an outside organization or company for more than a year”

“We want to sell our building or sell/sever a portion of our property”

The **Future Through Property Leadership Team** accompanies congregations in these processes and offers recommendations to the Regional Council Executive for approval of these decisions. They are there to help reimagine how we deal with property, to provide deeper analysis on behalf of the Executive.

“We need funds to help renew or fix our building or property”

The **Church Extension Committee** reviews grant applications up to \$25,000 with a matching contribution from the congregation. Loans are also considered. Historically, this separately incorporated entity assisted in the building of new churches (particularly in the 1950s and 1960s) and while it continues to be in their mandate, the ‘extension’ aspect has largely disappeared in recent decades.

The **Congregational Development Fund** is held at the General Council Office and congregations can apply for loans from this fund. (as of February 2026, the fund is suspended as they refine the criteria).

Property being held in trust for the regional council where there is no continuing congregation

Property being held in trust for which there is a continuing congregation that has relinquished its responsibilities for the management of the property

Properties in the “land trust” of the Regional Council are managed by **United Property Resource Corporation (UPRC)**. They look after all day-to-day management, rentals, expenses for these buildings on our behalf. They provide us quarterly reports on the financials of these buildings. The Regional Council does not have the legal authority to hold property, which is why a trust is necessary.

EOORC has the following properties in the trust that do not have congregational owners: Aylmer United Church (Aylmer, QC), St. Paul’s Eastern United Church (Ottawa, ON), Merrickville United Church (Merrickville, ON), Hawthorne United Church (Ottawa, ON).

EOORC has the following properties in the trust that have a continuing congregational residency: St. John’s United Church (Brockville, ON).

Redevelopment or new construction

Kindred Works is the United Church’s property development corporation. They leverage properties in the UPRC trust and carry out construction plans and processes. They also offer advice to congregations and regional councils when they are looking at outside developers (ensuring the interests of the church). Currently, only one property is currently being redeveloped in this regional council: Queenswood United Church (Ottawa, ON).

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BCIN:108736

Phone: 613- 225-0560
Fax: 613-225-2350
Email: kurt@farrellsons.ca48 Cleopatra Drive
Ottawa, Ontario
K2G 0B3**S. W. FARRELL & SONS (1979) LTD.**
EXCAVATING CONTRACTORS SINCE 1959**November 17th, 2025,**

2025-109

Project: 1111 Orleans Blvd – Watermain Replacement Budgetary Proposal **Revised December 9th, 2025**

Our firm is pleased to submit the following budgetary proposal, regarding the PRIVATE portion of work only as discussed, pending all engineering, approvals, design etc. for the following scope of work:

- 1/ Set up Public and Private Underground Utility Locations, apply and pay for City of Ottawa Road Cut Permit. *Road Cut permits are still required so inspectors can go on site.*

Water permits are provided by others; this is mainly a deposit pending completion of the works. This is by the owner typically and can range from 3-20k, with the majority being returned pending completion.
- 2/ Once all locations are available, mobilize to site weather and schedule permitting
- 3/ Completed Topographical survey of the existing grades and site conditions.
- 4/ Complete design of proposed water main replacement, with submission to the City of Ottawa.
- 5/ Once all approvals are completed, and water permit is obtained, apply and pay for City of Ottawa Road Cut Permit.
- 6/ Once Road Cut permit is obtained, schedule mobilization to site.
- 7/ Supply and install all water servicing as per proposed plan, including pressure testing, swabbing and chlorination to City of Ottawa and Provincial Standards. *This includes everything from the lot line to the Hydrant, and up to the shut off valve of the 1.5inch copper service lateral only. This minimizes the number of joints on the copper which are prone to failure*



The United Church of Canada
L'Église Unie du Canada

Eastern Ontario Outaouais Regional Council
Meeting of the Executive

March 12, 2026
Zoom Teleconference

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BCIN:108736

- 9/ Connect all main and servicing post completion the Chlorination process.
- 10/ Reinstate all hardscape and softscape areas to meet existing conditions.

*******Our firms' budgetary quotation is the sum of \$86,450.00 plus HST*******
*******This Quotation is budgetary only and is subject to change based on engineering, survey, review and approvals by the City of Ottawa and their allowances of connecting at the lot line*******

*******NOTE THAT Survey and Civil Engineering fees are included within this proposal.**
To credit this amount please credit \$8,250.00 plus HST to this Quotation *****

*******IF the copper service is required to be replaced from the shut off valve to the building, please add \$8,980.00 plus HST to this quotation, this includes all excavation, installation and reinstatement of the work area*******

*******NOTE THAT TEMPORARY WATER MUST BE REVIEWED BY THE CITY PRIOR TO INSTALLATION AND APPROVAL*******

Notes:

- 1/ No rock or frost breaking is included, if required a \$425.00/hour fee will apply, to be monitored and recorded on site. We will minimize any rock breaking as much as possible if required. This additional fee includes installation of breakers on machines, breaking and removal of breakers from machines.
- 2/ No handling or removal of any contaminated soil or materials as no testing is available.
- 3/ No testing of soil is included as none has been provided. All MOE regulated Excess Soils Testing requirements are by others.
- 4/ Access to the site is paramount, as no traffic will be available in work areas during work hours due to the restricted access to the site. All notices to neighbouring properties, if required by others.
- 5/ Quotation valid for 30 days.
- 6/ No half load conditions.



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- 7/ *Excavation to be completed as per plan, any over excavation due to rock breaking or poor soils will be \$102.00 per m3 for upfill and removal requirements.*
- 8/ *Overdue accounts post 30 days will be charged 7% interest. If payments exceed 60 calendar days, all services will stop until payment with interest is received.*
- 9/ *Pricing based on existing conditions, subject to change.*
- 10/ *All required permits by others.*
- 11/ *No work to proceed with valid PO or contract, as well as any Change Order or Site Instructions. Downtime will be applicable for all personnel and equipment on site. If demobilization is required, a remobilization fee will be applicable.*
- 12/ *This quotation is based on 1 mobilization and 1 demobilization; any additional mobilization or demobilizations will be \$1,500.00 each.*
- 13/ *Work to take place during regular working hours, 7am to 5pm where applicable. No overnight, overtime or weekend or included in this quotation.*
- 14/ *Force Majeure Event(s) and their associated delays, costs, damages, legal claims or internal claims are not tied to S.W. Farrell & Sons and its entities.*
- 15/ *Any compaction testing, soils testing, soils engineering review or consultation are by others.*

If you have any questions or concerns do not hesitate to call or email at any time.

Thank you,

Kurt R. Farrell C.E.T.



Appendix E²

ORLEANS UNITED CHURCH PROPOSED SUMMARIZED 2026 BUDGET			
REVENUES	Budget 2026	Budget 2025	Actual
Local Offerings	355,000	345,000	340,020
Specified Revenue (Note 1)	20,500	13,000	25,187
Fundraising	63,000	60,000	59,552
Use & Occupancy	76,200	76,000	88,863
Sundry Revenue	14,000	13,000	13,326
TOTAL REVENUES	528,700	507,000	526,948
EXPENSES			
Worship Ministry	15,800	15,600	21,824
Learning Ministry	10,525	8,950	5,409
Care Ministry	12,600	10,600	10,375
Salaries & Benefits	338,102	316,995	295,345
Building and Mortgage	134,450	124,600	140,798
Administration	38,160	35,150	36,179
Capital Improvements (Note 2)	35,000	22,850	8,992
TOTAL EXPENSES	584,637	534,745	518,922
SURPLUS/DEFICIT	-55,937	-27,745	8,026
Outside Ministries			
Contributions Received	65,000	42,600	76,328
Contributions Made	65,000	42,600	76,228
OVERALL SURPLUS/DEFICIT - before extraordinary expense	-55,937	-27,745	8,126
EXTRAORDINARY EXPENSE - WATERLINE REPLACEMENT			
Estimated Cost	<u>100,000</u>		
Estimated Campaign - 2026	<u>75,000</u>		
Negative Effect on Deficit - 2026	<u>25,000</u>		
Overall Deficit - 2026	<u>-80,937</u>		
Estimated Campaign - 2027	25,000		
Positive Effect on Surplus/Deficit - 2027	25,000		
Overall Impact over 2 years	<u>0</u>		

REVENUES	Budget	Budget	Actual
ORLEANS UNITED CHURCH PROPOSED SUMMARIZED 2026 BUDGET - cont'd			
NOTES			
SPECIFIED REVENUE			
Specified revenue (directed donation) reflects money received in a previous year or the current year for a specified purpose. It is recorded in the year in which it was used for that specified purpose. Since both the revenue and expense are recorded in the same year, it does not impact the surplus/deficit.			
The following are the balances of each account as at 1 January.			
Specified Revenue Accounts	2026	2025	
Music	1,846	750	
Coudriau Bequest	21,517	24,007	
Women's Retreat	1,210	391	
Men's Retreat	25	0	
Benevolent Fund	3,650	5,954	
Children's Ministry	2,741	2,741	
Lounge Upgrade	0	5,990	
Deferred Revenue - Kitchen	5,000	0	
Deferred Revenue - Music - I	605	5,705	
Deferred Revenue - Music - II	14,325	21,325	
Deferred Revenue - Front Entry	8,990	0	
Celebration and Memorial Fund	12,535	10,136	
Total Specified Revenue Account	72,445	76,999	
2. Capital Improvements	BUDGET		ACTUALS
	2025	2026	
Audio Visual System	2,500	2,050	1,204
Accessible Hearing System	4,000		
Office	1,000	1,800	
Lawn Mower		4,000	4,068
Accessible Washroom Door	5,500		
Alarm Systems			3,720
HVAC / Furnace	22,000	15,000	
Capital Improvements Total	35,000	22,850	8,992