

Eastern Ontario Outaouais Regional Council
Meeting of the Executive
Thursday, April 30, 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
Rev. Susan DeHaan	President
Frank Emanuel	Member
Nancy Hazen	Member
Rev. Éric Hébert-Daly	Member, Executive Minister
Susan Hutton, DLM	Past-President
Rev. Erin McIntyre	Member
Julee Pauling	Member
Catherine Ryan	Member
Sue Smarkala	Member
Rousseau Whiteley	Member
Rev. Victoria Andrews	Corresponding Member, Pastoral Relations Minister
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

REGRETS/ABSENT

(none)

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

- Decide on a camp supervision proposal
- Decide on a proposal regarding day-to-day decision making for church building without congregations

- Discerning possibilities related to general meetings
- Decide on recommendations from the Vision and Transformation Leadership Team regarding grant distributions

Call to Order – Rev. Susan DeHaan, President called the meeting to order at 9:02 AM.

“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 April 2026: Pittston, Shawville, Pakenham, and Pembroke: Zion Evangelical.

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 – Rev. Nancy Best

We begin this time of worship and fellowship between our churches by acknowledging that we are meeting on Unceded Territory of the Algonquin Anishinaabe people. This land has been inhabited by Indigenous peoples from the beginning. As settlers, and Indigenous, we thank all the generations of people who have taken care of this land and been its stewards for thousands of years. We give thanks for the countless ways they assisted the people who came to inhabit the land as well. We also recognize the contributions Métis, Inuit, and other Indigenous peoples have made, both in shaping and strengthening this area, our provinces and Canada as a whole from sea to sea to sea. May the Creator hold us gently in this time as we acknowledge the pain caused by sending Indigenous children to church run residential schools. Let's celebrate our cultures today and always. Meegwetch. All my relations. Nia':wen. Amen.

Reminder that my grandmother Margaret Skidders and all her siblings Frank, Mike, Ida, Minnie, Annie, and Teresa were taken from Akwesasne Mohawk Reserve QC and sent to Residential Schools, separate for boys and girls in the town of Spanish in Northern Ontario. Some of them were traumatized for life, had lost their language, braids, culture and teachings, not to mention their identity.

For opening devotions, Nancy shared that she was a guest speaker for the UCW AGM in Ingleside on Tuesday, April 14th 2026, and her talk was titled *Walking In Two Worlds*, and about living according to my belief in following the teachings of Jesus along with my Mohawk Spirituality and teachings. Nancy shared that she is a member of “Friends of Petrie Island” Facebook Group, which for her has been a refuge from the world and her most spiritual refreshment of my Mohawk heritage. Nancy shared that our Christian teaching is that we need to care for creation. Our Mohawk teaching is that we need to leave Mother Earth, and especially for me, Turtle Island (Petrie Island) in better condition than when we inherited it, for the next seven generations. Following her reflection, Nancy shared a prayer to close this time of devotion.

Time for Sharing – All were invited to share.

Agenda

2026-04-30_001 MOTION (E. McIntyre/L. Church) that the Eastern Ontario Outaouais Regional Council Executive accept the agenda as amended:

1. Addition under section 1 Finances: *Finance Report and documents* (1. 2026 Balance Sheet, 2. 2026 Budget and Actuals, 3. 2026 Profit and Loss by Class)
2. Additions of correspondence: *c and supporting docs*
3. Addition under section 8 Future Through Property Leadership Team: *b and c (re Riverside and Almonte UCs)*
4. Addition under section 6: *b - Camp Supervisory Team Mandate and Terms of Reference* (motion to approve)
5. Addition under consent packet: *h (grant recommendations from Vision & Transformation Leadership Team)*

CARRIED**Correspondence In**

- a) March 3, 2026, Charles Barrett, Social Justice Network of the Ontario Regional Council (SJNORC), re report on the achievements of SJNORC (*for information*);
- b) March 6, 2026, Rev. Tiina Cote, Calvin United Church, re Upper Ottawa Valley Parish Nursing Pilot Project Final Outcomes Report (*for information*) – see *Upper Ottawa Valley Parish Nursing Pilot Project Final Outcomes Report*;
- c) March 10, 2026, Rev. Catherine Christie, Chair, United Church Rural Ministry Network (UCRMN), re Request for Networking Funding from Region Councils for UCRMN – 2026 (*information*);
- d) March 19, 2026, Tim Mills, Chief Administrative Officer, City of Cornwall, re Bridge Housing Initiative – Knox St. Paul's United Church (*for information*);
- e) April 22, 2026, Chantal Winslow, Executive Assistant, Northern Spirit, Living Skies, Prairie to Pine Regional Councils, re Administrators Conference (*for information*) – additional documents: *Basic Agenda, M&P Support Letter, Flyer*.

Correspondence Out

- f) April 7, 2026, Rev. Eric Hebert-Daly, re certification regarding the appointed trustees of the disbanded Aylmer United Church (*for information*).

Consent Packet

2026-04-30_002 MOTION (N. Best/C. Ryan) that the Eastern Ontario Outaouais Regional Council Executive:

- a) Appoint Julee Pauling as Equity Support Person for this meeting;
- b) Accept the minutes of March 12, 2026 as circulated;
- c) Accept into its minutes the results of email poll held on March 14, 2026:

2026-03-14-001 MOTION (C. Casey/L. Church) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to authorise the Trustees of Zion United Church to accept the offer of purchase and sale of Zion United Church, 64 Malloch St, Douglas, Twp of Admaston/Bromley, ON. The sale price is \$175,000 with a deposit of \$10,000. The purchaser is Daniel Peters. The property is being sold on an "as is, where is" basis. CARRIED

- d) Accept into its minutes the results of email poll held on March 25, 2026:

2026-03-25-001 MOTION (J. Pauling/F. Emanuel) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to authorise

the Trustees of Victoria United Church, Augusta Pastoral Charge, Prescott, ON to list for sale the former manse of the pastoral charge located at 3540 County Rd 26, Prescott ON. The manse will be listed for sale "as is, where is" and with the condition that 5 business days will be allowed in order to obtain the authority from the Eastern Ontario Outaouais Regional council of the United Church of Canada. The list price will be \$424,900. CARRIED

- e) Accept into its minutes the results of email poll held on April 3, 2026:

2026-04-03-001 MOTION (N. Hazen/S. Hutton) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to authorise the trustees of the Low United Church to sign an agreement of purchase of the Low United Church, 85 Chemin de Martindale, Low, Quebec, by Manon Lefebvre for a sale price of \$170,000. The date of closing is April 17, 2026. CARRIED

- f) Accept into its minutes the results of email poll held on April 15, 2026:

2026-04-15-001 MOTION (S. Hutton/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 Grace-St. Andrew's United Church, Arnprior ON to accept the offer to purchase of the manse located at 24 Ottawa St, Arnprior, Ontario, K7S 1W8. The property will be sold to Emily Heideman and Niles Matson for a purchase price of \$592,500. The closing date is 25 June, 2026. CARRIED (D. Debenham opposed)

- g) Receive for information the Pastoral Relations Commission Minutes of March 17, 2026;

- h) Approve the following grant recommendations from the Vision and Transformation Leadership Team:

1. **Bells Corners United Church**

\$5,000 over two years (\$2,500 for 2026, \$2,500 for 2027)

Project: The UP Connection Initiative is aimed at creating a meaningful and diverse youth community. For young people aged 12-17 in the neighbourhood of Bells Corners, this project is a monthly gathering to connect and build healthy peer relationships.

2. **City View United Church**

\$1,500

This grant will provide equipment for The Zen Zone, a space of comfort and calm for anyone who needs it during services in the sanctuary. It will be especially useful for neurodivergent people attending church.

3. **Glen Cairn United Church**

\$2,000

As there are no stands of original forest in Glen Cairn, this project seeks to plant a mini-forest, which will provide shade and a meditation area for reflection and contemplation.

4. **MacKay United Church**

\$5,000 over two years (\$2,500 for 2026, \$2,500 for 2027)

Youth Ministry Discussion Series: to create a welcoming, engaging Youth Ministry where youth can gather, share a meal, discuss relevant topics, and explore their faith in a supportive community setting. They are starting by watching episodes of *Joan of Arcadia*.

5. Parkdale United Church

\$5,000

Summer Camp: The camp is growing and the need is growing. This camp is in its 5th year. They aim to foster spiritual growth, build community, and encourage personal development in a fun, safe, and Christ-centred environment. The grant will go to covering the cost of educational material, the rental of a school bus for a day trip to the Museum of Nature, and lunches for the children.

6. Southminster United Church

\$5,000

Visioning Project with the Southeast Ottawa Cluster: Emmanuel, Glebe-St. James, Rideau Park, and Riverside. The grant will be used to engage a facilitator to help develop a visioning process, hold workshops, and begin consideration of the best options and concrete actions to support ministries.

CARRIED (Julee Pauling Abstains)**Business Arising****1. Vision & Transformation Leadership Team****a) Cathedral of the Trees: Kitchissippi United Church**

2026-04-30_000 MOTION (/) that the Eastern Ontario Outaouais Regional Council Executive approve the following grant recommendation from the Vision and Transformation Leadership Team:

\$3,950

This project is to continue the long tradition of ministry in Algonquin Park. It is to support a church trailer for 8 weeks in the summer in the park for ministry personnel to use as they provide services to guests and staff of the park.

2026-04-30_003 MOTION (E. McYntire/S. Hutton) that the Eastern Ontario Outaouais Regional Council Executive table the above motion indefinitely. **CARRIED**

It was felt that more information was needed to decide before considering grant funding through Vision & Transformation Leadership Team to Cathedral of the Trees.

Rev. Michelle Robichaud joined the Executive to provide more clarification for this grant. It was shared that next year Cathedral of the Trees will not apply through Vision & Transformation next year (and apply through neighboring regional council in which this ministry is also partnered with. It was mentioned that continual funding for this program into the future was not earmarked in the future. Vision & Transformation is not intended to be considered as 'maintain funding' as opposed to 'starter funding'.

2026-04-30_004 MOTION (J. Pauling/C. Ryan) that the Eastern Ontario Outaouais Regional Council Executive approve the following grant recommendation from the Vision and Transformation Leadership Team for Cathedral of the trees in the amount of \$3,950 for the coming year. **DEFEATED (3 in favor, 6 opposed, 1 abstention)**

* This project is to continue the long tradition of ministry in Algonquin Park. It is to support a church trailer for 8 weeks in the summer in the park for ministry personnel to use as they provide services to guests and staff of the park.

There needs to be a re-evaluation for how future funding will be disbursed (for all grants).

1. **Finance** – Rev. Brian Cornelius

- See 2026-04-30 *Balance Sheet* as **Appendix A¹**
- See 2026-04-30 *Budget and Actuals* as **Appendix A²**
- See 2026-04-30 *Profit and Loss by Class* as **Appendix A³**

Treasurer's Report

Three reports are attached for you information. Profit and Loss, Budget vs Actual, and Balance Sheet.

I am "experimenting" to see if there is a way we can provide collective support to Communities of Faith by doing their books through one quick books account. I am experimenting with two organizations... Trinity in Vankleek Hill and Genesis Cooperative. I can only do profit and loss right now. The numbers all net out to zero, so it has no impact on our reports (just on the balance sheet).

How are we doing in 2026

We are 1/3 of the way through the year or 33.3% and mostly things are tracking as expected. We are getting a payment for Staff Retreat so while it will be over budget it will only be over budget by around 50% not the 300% presently reported.

Investments were low on March 31st but have bounced back in April and we are actually slightly up at this point....around 1%.

Update on Compliance

The Financial Review was completed in March and the PDF will be ready soon. I have been waiting to make sure the numbers and the explanation for United Property Resource Centre to finalize the 2025 Financial statement. I am promised this by next week.

As soon as the Financial statement is finalized, the T3010 will be completed and sent in.

The HST recovery has been submitted and I hope we will receive our refunds shortly.

2026-04-30_005 MOTION (C. Casey/S. Hutton) that the Eastern Ontario Outaouais Regional Council Executive receive for information the financial report as presented. **CARRIED**

2. **YAYA Programming Review** – Rev. Eric Hebert-Daly shared that the consultant has begun the process for conducting a program review (which will be a shared cost across three regional councils - \$3,000 for each regional council).
3. **Towards 2035**
 - a) **Ministry Personnel Program “Things We Didn’t Learn in Seminary”**– Rev. Mary Royal-Duczek shared update that program has finished and a feedback survey is going out. The results will be used to help guide what comes next. There is a leaning that online workshops of this kind are not as advantageous as in person workshops (where more connections can be made).
 - b) **Strategic Planning** – Rev. Victoria Andrews highlighted key points in the Setting Our Sights Strategic Plan 2026-2028, in particular the four strategic commitments. It was shared that the Vision Keepers have also seen this plan.

- See *Setting Our Sights Strategic Plan 2026-2028 Executive Summary* as **Appendix B¹**
 - See *Setting Our Sights Strategic Plan 2026-2028* as **Appendix B²**
4. **Vision Keepers** – Rev. Frank Emanuel shared that the Vision Keepers have been working on: 1. Collaborations with “Keeping in Touch” working group. 2. Identifying internet providers for rural congregations. 3. Developing framework for collaborative ministries. 4. Creating recommendations for best practice guidelines (geared toward property and as a tool for congregations and Future Through Property Leadership Team). 5. Congregational self assessment process. 6. Identifying gaps in alternative collaborative approaches (i.e. satellite models, incorporating needs of rural congregations). 7. Training opportunity for Executive members on strategy and governance (and as a response to seeing dwindling human resources).
 5. **Centretown United Church – Centre 507** – Rev. Victoria Andrews shared that they are currently awaiting a quote for a fire system. There may be a request from the congregation to use funds for installing the system.

Regular Business

6. **YAYA** – Dana Ducette
 - a) **Golden Lake Camp Update:**
 - **Insurance** – Hub currently insures the property (reassessed at \$15,000). Camp is currently planning to go forward with camp this year.
 - **Compliance Surrounding Transportation** – in response, there were concerns about increase costs for transportation having to be incurred by the camp. A letter is being sent to the board of director to reaffirm that compliance surrounding transportation is mandatory.
 - b) **Camp Supervision Proposal** – Rev. Eric Hebert-Daly shared details about the Camp Supervisory Team Mandate and Terms of Reference.
 - See *Camp Supervisory Team Mandate and Terms of Reference* as **Appendix C**

2026-04-30_006 MOTION (F. Emanuel/C. Casey) that the Eastern Ontario Outaouais Regional Council Executive recognizes the Camp Supervisory Leadership Team and approve its mandate and terms of reference. **CARRIED**

There are currently 5 camps needing supervision across the three regional councils (3 in EOORC, 1 in EOORC, and 1 in Nakonha:ka)

7. **Pastoral Relations Commission (PRC)** – Rev. Victoria Andrews
 - See *Pastoral Relations Commission minutes of March 17, 2026* as **Appendix D**
8. **Future Through Property Leadership Team** – Rev. Eric Hebert-Daly
 - a) **Proposal: Expectation of UPRC regarding Day-to-Day Property Decisions for Church Buildings Without a Congregation**

2026-04-30_007 MOTION (S. Hutton/E. McIntyre) that the Eastern Ontario Outaouais Regional Council Executive confirm that the designated trustees of the land trust (Executive Minister, President and President-Elect) direct UPRC regarding day-to-day property decisions for church buildings without a congregation. **CARRIED**

It was shared that this measure is immediate, and that strategy will be recommended in the future for how to deal with decisions requiring more discernment.

b) Riverside United Church

Background: The property committee of the congregation has received quotes from contractors of \$150,000 to do the work. The Church Council has approved the expenditure of \$165,000 in order to allow for contingencies. The funds will be taken from the endowment fund. Targeted fundraising will be carried out to replenish the funds.

2026-04-30_008 MOTION (S. Smarkala/F. Emanuel) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to authorize the trustees of Riverside United Church, Ottawa to expend \$165,000 of congregational funds to repair major leaks in the church roof. **CARRIED**

c) Almonte United Church

Background: The congregation has received quotes from contractors up to \$177,000 for this work. From Andrew Badger, Chair of the Property committee:

Statement: We had our council meeting last night wherein a motion was passed by the Council of the congregation approving the roof replacement/repair work and confirming the work will be covered by church funds.

Urgency: The shingle roof is >25 years old and there has been water damage noticed on the interior at the bottom of the south and north valleys of the west transept. The contractors all indicated that any delay could cause severe damage to the interior (increasing the already high price tag).

Description: We are replacing the shingles with a standing seam metal roof ("100yr", "forever roof" as deemed by the industry) to not encounter this problem again in future and create a more sustainable building. We will install snow guards to prevent snow from sliding off and creating a hazard. Metal Roofs are more compatible with a potential future solar panel installation for increased energy efficiency/sustainability of the building.

2026-04-30_009 MOTION (N. Hazen/E. McIntyre) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to authorize the trustees of Almonte United Church to expend \$150,000 to replace the existing church shingle roof which has serious leaks, with a metal roof and snow shields. The costs will be covered from existing congregational funds. A fundraising campaign will be carried out to replenish the funds. **CARRIED**

9. General Meeting/Education Event Planning Leadership Team – Rev. Susan DeHaan**a) Annual General Meeting Draft Agenda**

- See *Annual General Meeting Draft Agenda* as **Appendix E**

Question was raised about having time on the agenda for the Canadian Bible Society and Emmanuel College. Would it not be more beneficial to save time for more grass route congregational visioning? Also, regarding Canadian Bible Society, it was seen as good for The United Church of Canada to be part of conversation with this group to add balance to their theological resources.

b) Review of Current Practices Regarding Table Assignments at General Meeting

Currently, table assignments are reserved for groups that fall within the boundaries of the regional council.

2026-04-30_010 MOTION (S. Hutton/E. McIntyre) that the Eastern Ontario Outaouais Regional Council Executive direct the General Meeting/Education Event Planning Leadership Team to prioritize table assignments at general meetings to groups within the regional council but no longer make it a rule that groups must fall within the boundaries of the regional council. **CARRIED**

c) **When to Hold Celebration of Ministry Service**
- **Inclusion LLWL**

Currently, there is an admittand who is ready for the spring and an ordinand ready in the fall.

2026-04-30_011 MOTION (C. Casey/C. Ryan) that the Eastern Ontario Outaouais Regional Council Executive hold its next celebration of ministry service at its upcoming fall general meeting in 2026.
CARRIED

2026-04-30_012 MOTION (S. Hutton/C. Casey) that the Eastern Ontario Outaouais Regional Council Executive create a policy that the Celebration of Ministry service coincide with the annual general meetings of the regional council. **CARRIED (F. Emanuel abstains)**

d) **Tri-Regional General Meeting**

It has been suggested to hold a tri-regional general meeting. The DEV Hotel & Conference Centre (Cornwall, ON) is being considered as a possible location. A formal proposal would come forward for consideration.

e) **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 Rideau Hill camp)

March 6, 2027

Online Winter Educational Event (potentially tri-regional)

June 4, 5, 2027

AGM

Kanata United Church, Kanata (to be determined, if not a tri-regional meeting)

October 30, 2027

Fall Meeting

Sub-regional gatherings

10. **Indigenous Ministries** – Rev. Nancy Best reminded all that a National Indigenous Spiritual Gathering is taking place at Carleton University, Ottawa, July 15-18.
11. **Nominations** – Sue Hutton shared that the leadership team is meeting on May 12th. Nominations at the general meeting will be open until 4 PM on Friday May 29th. Gratitude was expressed to Rev. Nancy Best for fulfilling the role of Indigenous Ministries Representative. Nancy's term is ending. There are currently vacancies on the Nominations Leadership Team.

New Business

12. **Relationship Building and Exploring Membership (Emmanuel United Methodist Church, Swahili Community)** – Rev. Eric Hebert-Daly reminded all

13. **Personnel Support Committee** – Rev. Eric Hebert-Daly highlighted that there is currently a vision for creating this team and a formal proposal will come this this group in the near future.

Report from the Equity Support Person – Julee Pauling highlighted that most people did include pronouns, but some were missing. Don't forget to announce yourself when speaking into the meeting. Potential of using closed captioning in the future (remind folks that closed caption is available at the top of our agenda). It is good to take breaks (scheduled, 5 mins every hour). Accessibility – documents must be uploaded more in advance. Reminder the goal is to achieve full accessibility.

Closing Prayer – Rousseau Whiteley closed the meeting with a prayer.

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 12:04 PM.

Next meeting date:

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

Rev. Susan DeHaan, President

Rev. Eric Hebert-Daly, Executive Minister

EOORC Executive Duty Roster

	Opening Devotions / Land Acknowledgement	Equity Monitor	Closing Prayer
<i>Summer June 11, 2026</i>	Rousseau Whiteley	Nancy Hazen	Cindy Casey

Appendices

Appendix A ¹	2026 Balance Sheet	Pages 11-13
Appendix A ²	2026 Budget and Actuals	Pages 14-16
Appendix A ³	2026 Profit and Loss by Class	Pages 17-18
Appendix B ¹	Setting Our Sights 2026-2028 Strategic Plan Executive Summary	Pages 19-21
Appendix B ²	Setting Our Sights 2026-2028 Strategic Plan	Pages 22-43
Appendix C	Camp Supervisory Team Mandate and Terms of Reference	Pages 44-49
Appendix D	Pastoral Relations Commission minutes of March 17, 2026	Pages 50-53
Appendix E	Annual General Meeting Draft Agenda	Page 54

Appendix A¹

Eastern Ontario Outaouais Regional Council

Balance Sheet

As of December 31, 2026

	TOTAL		
	AS OF DEC. 31, 2026	AS OF DEC. 31, 2025 (PY)	CHANGE
Assets			
Current Assets			
Cash and Cash Equivalent			
Chequing	5,201.42	27,433.64	-22,232.22
Electronic Funds Rejection	0.00	0.00	0.00
Genesis	14,189.96		14,189.96
Lower Litchfield (Bank)	4,045.13	4,045.13	0.00
Savings	241,345.37	125,235.31	116,110.06
Trinity United Vankleek Hill	19,116.95		19,116.95
Total Cash and Cash Equivalent	\$283,898.83	\$156,714.08	\$127,184.75
Accounts Receivable (A/R)			
Accounts Receivable (A/R)	0.00	125.00	-125.00
Total Accounts Receivable (A/R)	\$0.00	\$125.00	\$ -125.00
HST Federal	0.00	0.00	0.00
HST Provincial	0.00	0.00	0.00
Investments	2,800.00		2,800.00
Fiera Capital Investment	8,193,960.42	8,503,862.33	-309,901.91
Litchfield Cemetery (GIC)	5,980.20	5,980.20	0.00
Total Investments	8,202,740.62	8,509,842.53	-307,101.91
Loans			
Eglise St. Marc (Kindred Works)	326,312.74	326,312.74	0.00
Hawthorne (Kindred Works)	10,000.00	10,000.00	0.00
Orleans United (McKendry Fund/Mission & Ministry Legacy)	37,100.00	43,900.00	-6,800.00
Shortterm loans	0.00	0.00	0.00
Burnstown	74,165.36	20,712.15	53,453.21
Total Shortterm loans	74,165.36	20,712.15	53,453.21
Total Loans	447,578.10	400,924.89	46,653.21
Total Current Assets	\$8,934,217.55	\$9,067,606.50	\$ -133,388.95
Total Assets	\$8,934,217.55	\$9,067,606.50	\$ -133,388.95
Liabilities and Equity			
Liabilities			
Current Liabilities			
2023 Cheques	0.00	0.00	0.00
Accounts Payable	0.00	10,140.80	-10,140.80
Baillie Scrivens Grants Payable	3,030.00	3,030.00	0.00
GST/HST Payable	-20,847.58	-14,722.90	-6,124.68
GST/HST Suspense	0.00	0.00	0.00
Prepaid Expenses	0.00	131,216.33	-131,216.33
Vision & Transformation Grants payable	11,200.00	34,200.00	-23,000.00
Total Current Liabilities	\$ -6,617.58	\$163,864.23	\$ -170,481.81
Total Liabilities	\$ -6,617.58	\$163,864.23	\$ -170,481.81

Eastern Ontario Outaouais Regional Council

Balance Sheet

As of December 31, 2026

	TOTAL		
	AS OF DEC. 31, 2026	AS OF DEC. 31, 2025 (PY)	CHANGE
Equity			
Held-in-Trust			
Church Extension	0.00	0.00	0.00
Genesis Cooperative	14,189.96		14,189.96
Merrickville United	2,071.80	2,071.80	0.00
Trinity Vankleek Hill	19,116.95		19,116.95
Total Held-in-Trust	35,378.71	2,071.80	33,306.91
Investment Funds			
Communities of Faith (Held-in-Trust)			
Bethel Rideau Ferry	219,687.02	222,500.00	-2,812.98
Bethel St. Andrews	577,719.16	585,116.55	-7,397.39
Easton's Corners	130,547.60	132,219.19	-1,671.59
Glencairn	188,200.30	190,610.10	-2,409.80
Kirk Hill United	74,450.21		74,450.21
St. Andrew's Beachburg	280,096.93	283,683.42	-3,586.49
St. Paul's Kenmore	55,804.24		55,804.24
Thurso	254,271.29	257,527.10	-3,255.81
Trinity - Kazabazua	69,114.82	69,999.79	-884.97
Winchester	89,250.19	90,392.99	-1,142.80
Zion Memorial	240,491.31	243,570.67	-3,079.36
Total Communities of Faith (Held-in-Trust)	2,179,633.07	2,075,619.81	104,013.26
Communities of Faith (Restricted)			
Cardinal St. John's Frontline Workers	0.00	0.00	0.00
House of Lazarus	88,959.76	94,298.84	-5,339.08
Rideau Hill Camp	192,907.74	204,577.83	-11,670.09
Zion Licensed Lay Worship Leaders Legacy	234,871.10	240,242.50	-5,371.40
Total Communities of Faith (Restricted)	516,738.60	539,119.17	-22,380.57
EOORC Fund	1,035,811.55	1,098,093.18	-62,281.63
Mission & Ministry Legacy Fund	679,378.32	713,231.58	-33,853.26
McKendry Fund (Mission & Ministry Legacy)	37,100.00	43,900.00	-6,800.00
Total Mission & Ministry Legacy Fund	716,478.32	757,131.58	-40,653.26
Vision & Transformation	2,550,917.96	2,649,095.09	-98,177.13
Youth Funds			
James E. Baillie Youth Fund	748,679.70	779,349.10	-30,669.40
W.H. "Bill" Scrivens Youth Fund	566,478.47	589,631.93	-23,153.46
Total Youth Funds	1,315,158.17	1,368,981.03	-53,822.86
Total Investment Funds	8,314,737.67	8,488,039.86	-173,302.19

Eastern Ontario Outaouais Regional Council

Balance Sheet

As of December 31, 2026

	TOTAL		
	AS OF DEC. 31, 2026	AS OF DEC. 31, 2025 (PY)	CHANGE
Ministry Accounts			
Camp Bitobi Fund	39,600.00	39,600.00	0.00
Faith and Arts Ottawa	23,622.73	23,622.73	0.00
Litchfield Cemetery	10,025.33	10,025.33	0.00
Project Footprint	4,202.10	4,202.10	0.00
Quebec Cemeteries	6,782.00	6,782.00	0.00
Sister's Stream	25,000.00	25,000.00	0.00
Student and RCCO	10,691.00	10,691.00	0.00
United Mining for Justice	32,107.89	32,107.89	0.00
YAYA Ministry - Trips	5,103.69	5,103.69	0.00
Total Ministry Accounts	157,134.74	157,134.74	0.00
Mission & Ministry Retained Earnings	276,530.71	118,022.77	158,507.94
Opening Balance Equity	0.00	0.00	0.00
Retained Earnings	138,473.10	227,282.44	-88,809.34
Profit for the year	18,580.20	-88,809.34	107,389.54
Total Equity	\$8,940,835.13	\$8,903,742.27	\$37,092.86
Total Liabilities and Equity	\$8,934,217.55	\$9,067,606.50	\$ -133,388.95

Appendix A²

Eastern Ontario Outaouais Regional Council

Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L

January - December 2026

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Income			
Grant General Council Assessment	114,404.17	358,500.00	31.91 %
Grant Mission & Service Fund	129,463.78	180,000.00	71.92 %
Interest	1,110.06	2,000.00	55.50 %
Transfer EOORC Fund	49,400.00	49,400.00	100.00 %
Transfer Mission and Ministry Legacy Fund	32,000.00	32,000.00	100.00 %
Transfer Vision and Transformation Grants	43,482.50	89,500.00	48.58 %
Transfer Vision and Transformation Salary Support	29,800.00	29,800.00	100.00 %
Transfer Youth Grants (Baillie/Scrivens)	82.50	24,600.00	0.34 %
Transfer Youth Salary Support (Baillie/Scrivens)	36,900.00	36,900.00	100.00 %
Transfer Zion Lay Licensed Worship Leaders Fund	2,334.11	10,700.00	21.81 %
Total Income	\$438,977.12	\$813,400.00	53.97 %
GROSS PROFIT	\$438,977.12	\$813,400.00	53.97 %
Expenses			
Administrative Expenses			
Archives		9,250.00	
Bank Charges and Financial Services	518.33	2,000.00	25.92 %
Home Office Expenses	257.73	3,500.00	7.36 %
Incorporated Ministries	1,800.00	6,200.00	29.03 %
Insurance	149.16	500.00	29.83 %
IT Support from General Council	2,858.68	12,500.00	22.87 %
Sundry/Storage		800.00	
Treasurer Honourarium and Expenses	3,916.92	12,000.00	32.64 %
Website and Annual Technology Contracts	2,238.43	2,500.00	89.54 %
Total Administrative Expenses	11,739.25	49,250.00	23.84 %
Congregational Reviews/Ministry Personnel Support/Special Projects	-1,024.50	16,000.00	-6.40 %
Future Through Property Legal		5,000.00	
Grants			
Candidates and RCCO		2,700.00	
Mission Support	72,750.00	106,500.00	68.31 %
Vision & Transformation		89,500.00	
Youth (Baillie/Scrivens)	82.50	24,600.00	0.34 %
Total Grants	72,832.50	223,300.00	32.62 %
Mission & Service Fund Remittance	200.00	500.00	40.00 %
Partnership Ministries	1,000.00	3,400.00	29.41 %
Personnel			
Benefits	31,449.12	88,000.00	35.74 %
Continuing Education	43.46	4,500.00	0.97 %
Executive Minister/Assistant	21,057.42	59,500.00	35.39 %
Meetings and Hospitality	44.17	2,900.00	1.52 %
Salaries	109,014.48	325,500.00	33.49 %
Staff Retreat	6,351.84	2,000.00	317.59 %
Telephone	183.98	2,000.00	9.20 %
Travel	716.44	10,000.00	7.16 %
Total Personnel	168,860.91	494,400.00	34.15 %
Regional Meetings			

Eastern Ontario Outaouais Regional Council

Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L

January - December 2026

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Celebraton of Ministry		1,500.00	
Executive/President Expenses		1,500.00	
Fall Meeting		12,500.00	
Planning Committee		1,000.00	
Spring Meeting		50,000.00	
Total Regional Meetings		66,500.00	
Regional Programming			
Leadership Teams, Clusters, and Networks	634.69	3,000.00	21.16 %
LLWL/Ministry Personnel Events	2,334.11	13,000.00	17.95 %
Setting Our Sights Activities/Workshops	2,958.55	14,000.00	21.13 %
Total Regional Programming	5,927.35	30,000.00	19.76 %
Youth			
Events	4,193.25	5,000.00	83.87 %
Gifts	100.00		
Recovery/Registration	-2,000.00		
Total Events	2,293.25	5,000.00	45.87 %
Supplies	60.22	1,500.00	4.01 %
Total Youth	2,353.47	6,500.00	36.21 %
Total Expenses	\$261,888.98	\$894,850.00	29.27 %
NET OPERATING INCOME	\$177,088.14	\$ -81,450.00	-217.42 %
Other Income			
Cassburn/Kirk Hill/ Trinity	13,569.10		
Donation	4,135.05		
Grants - Government and Church	10,000.00		
Investment Gain/Loss	172,020.73		
Investment Purchase	139,016.33		
Rent	2,337.00		
Transfer Reserves	20,000.00		
Total Other Income	\$361,078.21	\$0.00	0.00%
Other Expenses			
Administration (Banking & Postage)	68.95		
Advertising and Technology Support	389.18		
Faith Manager	1,534.00		
Investment Redemption	13,400.00		
Investment Redemption Budget Transfer	-191,682.50		
LLWL Honourarium	2,620.00		
LLWL Travel	707.61		
Maintenance (Cleaning, Grasscutting, Snow removal)	1,085.35		
Manse Tax	1,186.83		
Minister - Benefits	4,673.67		
Minister - Expenses	1,260.12		
Minister - payroll charges	128.43		
Minister - Salary	17,381.43		
Office (Computer, Internet, Photocopier, Rent, Supplies)	1,191.69		
Repairs Improvements	1,331.35		
Salaries	6,784.55		

Eastern Ontario Outaouais Regional Council

Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L

January - December 2026

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Supplies (Kitchen/Washroom)	268.36		
Utilities	2,271.23		
Visioning (Music, Programming)	2,682.40		
z-transfer to Equity	652,303.50		
Total Other Expenses	\$519,586.15	\$0.00	0.00%
NET OTHER INCOME	\$ -158,507.94	\$0.00	0.00%
NET INCOME	\$18,580.20	\$ -81,450.00	-22.81 %

Appendix A³

Eastern Ontario Outaouais Regional Council

Profit and Loss by Class

January - December 2026

	GENESIS	GOVERNANCE	INVESTMENT - EOORC	MISSION AND MINISTRY	TRINITY VANKLEEK HILL	TOTAL
INCOME						
Grant General Council Assessment		114,404.17				\$114,404.17
Grant Mission & Service Fund				129,463.78		\$129,463.78
Interest		555.03		555.03		\$1,110.06
Transfer EOORC Fund		24,700.00		24,700.00		\$49,400.00
Transfer Mission and Ministry Legacy Fund				32,000.00		\$32,000.00
Transfer Vision and Transformation Grants				43,482.50		\$43,482.50
Transfer Vision and Transformation Salary Support				29,800.00		\$29,800.00
Transfer Youth Grants (Baillie/Scrivens)				82.50		\$82.50
Transfer Youth Salary Support (Baillie/Scrivens)				36,900.00		\$36,900.00
Transfer Zion Lay Licensed Worship Leaders Fund		2,334.11				\$2,334.11
Total Income	\$0.00	\$141,993.31	\$0.00	\$296,983.81	\$0.00	\$438,977.12
GROSS PROFIT	\$0.00	\$141,993.31	\$0.00	\$296,983.81	\$0.00	\$438,977.12
EXPENSES						
Administrative Expenses						\$0.00
Bank Charges and Financial Services		259.17		259.16		\$518.33
Home Office Expenses				257.73		\$257.73
Incorporated Ministries		1,800.00				\$1,800.00
Insurance		74.58		74.58		\$149.16
IT Support from General Council		1,715.21		1,143.47		\$2,858.68
Treasurer Honourarium and Expenses		1,958.46		1,958.46		\$3,916.92
Website and Annual Technology Contracts		1,119.22		1,119.21		\$2,238.43
Total Administrative Expenses		6,926.64		4,812.61		\$11,739.25
Congregational Reviews/Ministry Personnel Support/Special Projects		-1,024.50				\$ -1,024.50
Grants						\$0.00
Mission Support				72,750.00		\$72,750.00
Youth (Baillie/Scrivens)				82.50		\$82.50
Total Grants				72,832.50		\$72,832.50
Mission & Service Fund Remittance		200.00			0.00	\$200.00
Partnership Ministries				1,000.00		\$1,000.00
Personnel						\$0.00
Benefits		18,617.90		12,831.22		\$31,449.12
Continuing Education				43.46		\$43.46
Executive Minister/Assistant		21,057.42				\$21,057.42
Meetings and Hospitality		24.93		19.24		\$44.17
Salaries		65,131.92		43,882.56		\$109,014.48
Staff Retreat		6,351.84				\$6,351.84
Telephone				183.98		\$183.98
Travel		199.61		516.83		\$716.44
Total Personnel		111,383.62		57,477.29		\$168,860.91
Regional Programming						\$0.00
Leadership Teams, Clusters, and Networks		634.69				\$634.69
LLWL/Ministry Personnel Events		2,334.11				\$2,334.11
Setting Our Sights Activities/Workshops		2,958.55				\$2,958.55
Total Regional Programming		5,927.35				\$5,927.35
Youth						\$0.00
Events				4,193.25		\$4,193.25
Gifts				100.00		\$100.00
Recovery/Registration				-2,000.00		\$ -2,000.00
Total Events				2,293.25		\$2,293.25
Supplies				60.22		\$60.22
Total Youth				2,353.47		\$2,353.47
Total Expenses	\$0.00	\$123,413.11	\$0.00	\$138,475.87	\$0.00	\$261,888.98
OTHER INCOME						
Cassburn/Kirk Hill/ Trinity	13,569.10					\$13,569.10
Donation	495.05				3,640.00	\$4,135.05
Grants - Government and Church	10,000.00					\$10,000.00
Investment Gain/Loss			172,020.73			\$172,020.73
Investment Purchase			139,016.33			\$139,016.33
Rent					2,337.00	\$2,337.00

Eastern Ontario Outaouais Regional Council

Profit and Loss by Class

January - December 2026

	GENESIS	GOVERNANCE	INVESTMENT - EOORC	MISSION AND MINISTRY	TRINITY VANKLEEK HILL	TOTAL
Transfer Reserves					20,000.00	\$20,000.00
Total Other Income	\$24,064.15	\$0.00	\$311,037.06	\$0.00	\$25,977.00	\$361,078.21
OTHER EXPENSES						
Administration (Banking & Postage)	52.00				16.95	\$68.95
Advertising and Technology Support	389.18					\$389.18
Faith Manager	1,534.00					\$1,534.00
Investment Redemption			13,400.00			\$13,400.00
Investment Redemption Budget Transfer			-191,682.50			\$ -
						191,682.50
LLWL Honourarium	2,620.00					\$2,620.00
LLWL Travel	707.61					\$707.61
Maintenance (Cleaning, Grasscutting, Snow removal)					1,085.35	\$1,085.35
Manse Tax					1,186.83	\$1,186.83
Minister - Benefits	4,673.67					\$4,673.67
Minister - Expenses	1,260.12					\$1,260.12
Minister - payroll charges	128.43					\$128.43
Minister - Salary	17,381.43					\$17,381.43
Office (Computer, Internet, Photocopier, Rent, Supplies)	1,191.69					\$1,191.69
Repairs Improvements					1,331.35	\$1,331.35
Salaries					6,784.55	\$6,784.55
Supplies (Kitchen/Washroom)					268.36	\$268.36
Utilities					2,271.23	\$2,271.23
Visioning (Music, Programming)	2,682.40					\$2,682.40
z-transfer to Equity	-8,556.38		489,319.56	158,507.94	13,032.38	\$652,303.50
Total Other Expenses	\$24,064.15	\$0.00	\$311,037.06	\$158,507.94	\$25,977.00	\$519,586.15
PROFIT	\$0.00	\$18,580.20	\$0.00	\$0.00	\$0.00	\$18,580.20

Appendix B¹

EOORC | Setting Our Sights 2026–2028

Strategic Plan | Executive Summary

Where We Are

EOORC stands at a watershed moment. The church it serves is changing. The Toward 2035 national initiative has named the reality of significant decline with clarity and courage, and has called every council to respond with faithful imagination.

The 2024–2025 plan was ambitious and well-intentioned. It was also spread too thin. Twenty-one activity streams outpaced available capacity. Staff transitions cost nine months of productive effort. The central lesson: doing fewer things well serves the church better than doing many things partially.

What the Data Tells Us	What Congregations Say They Need
93% of EOORC respondents support Toward 2035 as a direction 62% familiar with Toward 2035 ~ 5th highest nationally - The central challenge is credibility, not vision - Emotional response: hopeful but heavy. Grief, fatigue, and real skepticism rooted in past failures	- Support reaching beyond their walls (55%) - Help becoming more multigenerational (48%) - Connection with nearby congregations (42%) - Resources to discern their future (36%)

How This Plan Works

This plan is built on three disciplines learned from 2024–2025.

Small-batch focus. No more than three active regional-wide priorities at any time. Permission to say 'not yet' is built in.

Outcomes, not activities. We track whether anything changed in the system, not whether we did the thing. The question is: did it make a difference?

Permission for the strategy to change. Built-in review cycles at six months and annually. Fidelity to this plan means fidelity to the learning, not the original document.

Change management is not a separate program in this plan. It is woven throughout. EOORC is not managing an institution through a difficult period. It is leading adaptive change within a living faith community.

The Four Strategic Commitments

Commitment	Why It Matters	What We Will Do	Outcome by 2028
1. Congregational Health & Sustainability	Congregations need honest self-knowledge and proactive support before crisis narrows their options.	Self-assessment framework, Health Dashboard, Vision Keepers Formation Plan, Transition Toolkit,	Communities move from reactive survival to faithful, proactive discernment.

Commitment	Why It Matters	What We Will Do	Outcome by 2028
		structured accompaniment.	
2. Resilient & Supported Leadership	Ministry personnel and lay leaders are stretched thin. Isolated leadership cannot sustain change.	Peer ministry networks, lay leadership formation pathway, clergy chaplaincy role, Keeping in Touch rhythm.	Leadership is distributed, sustained, and no longer dependent on heroic individuals.
3. Regional Systems & Operational Clarity	When systems are confusing, they consume energy and erode trust. Every improvement to clarity is an act of trust-building.	Process mapping, plain-language pastoral relations resources, Accompaniment Protocol, simplified reporting, trustee toolkit.	Communities feel accompanied, not processed. Trust in regional systems increases.
4. Collaboration, Adaptive Ministry & Emergence	The future is not in isolation. New forms of ministry are already emerging and need intentional support.	Collaborative Ministry Toolkit, digital/hybrid capacity building, new ministry plans, justice network plans, Faithful Footprints.	Collaboration becomes a first instinct. New ministry expressions emerge from congregational life, not regional programming.

Implementation Phases

Phase	Focus	Key Deliverables
Year 1 2026	Establishing the Foundations	Self-assessment launch. Health Dashboard operational. Vision Keepers Integration Plan begins. Process mapping complete. Peer ministry networks established. Lay leadership baseline survey.
Years 2-3 2027-28	Focused Strategic Action	Targeted accompaniment using Self-Assessment and Dashboard data. Lay Leadership Pathway/Support/Training implemented. Chaplaincy role explored and piloted. Simplified reporting. Digital ministry program at scale. Collaborative arrangement resources created, supported, and celebrated.
Ongoing 2028+	Adaptive Strategy & Long-Term Learning	Annual self-assessment cycle embedded. Twice-yearly strategic reviews. Leadership Development Enhancement as permanent integrated as part of the infrastructure. Contribution to national Toward 2035 evaluation.

What We Are Ultimately Working Toward

These are the conditions this plan exists to create by 2028.

- | | |
|--|---|
| <ul style="list-style-type: none"> • EOORC is experienced as a partner that strengthens ministry, not an institution that is to be endured or to simply administers it • Communities of faith make faithful decisions from a place of clarity, not crisis • Leadership is distributed and sustained: not dependent on heroic individuals • The credibility gap between what EOORC says and what communities experience closes measurably | <ul style="list-style-type: none"> • New expressions of ministry emerge from congregational life, not simply regional programming • EOORC models the change leadership posture it asks of others: honest, adaptive, and trustworthy • The culture shifts from managing decline to discerning possibility • By 2028, the conditions for faithful, sustainable, and adaptive ministry are stronger than they were in 2026 |
|--|---|

This is not decline management.

It is faithful attention to the conditions through which ministry can flourish. Doing fewer things better, learning as we go, and trusting that this work is itself a form of ministry.

2026-22

The United Church of Canada
L'Église Unie du Canada

Eastern Ontario Outaouais Regional Council
Meeting of the Executive

April 30, 2026
Zoom Teleconference

Appendix B²

EASTERN ONTARIO OUTAOUAIS REGIONAL COUNCIL | Setting Our Sights: Strategic Plan 2026-2028

EASTERN ONTARIO OUTAOUAIS REGIONAL COUNCIL

Setting Our Sights

Strategic Plan 2026-2028

CONSEIL RÉGIONAL DE L'OUTAOUAIS ET DE L'EST L'ONTARIO

*Strengthening the Conditions Through Which Faithful, Sustainable,
and Adaptive Ministry Can Flourish*

In alignment with Toward 2035 | United Church of Canada
Prepared April 2026

*"It has seemed good to the Holy Spirit and to us, to not place on you any burden beyond
what is essential." Acts 15:28*

Executive Summary

The Eastern Ontario Outaouais Regional Council stands at a watershed moment. The church it serves is changing. The communities it supports are navigating questions of sustainability, leadership, identity, and purpose. The national Toward 2035 initiative has named the reality of significant decline with clarity and courage, and has called the whole church, communities of faith, regional councils, and the General Council, to respond together with faithful imagination.

This plan, Setting Our Sights 2026-2028, is EOORC's response to that call. It is grounded in an honest assessment of what the 2024-2025 plan achieved, where capacity was stretched too thin, and what the Toward 2035 national survey data, including responses from EOORC's own region, tells us about the needs, fears, and hopes of those we serve.

The plan is built on four strategic commitments: strengthening congregational health and sustainability; cultivating resilient and supported leadership; improving regional systems and operational clarity; and encouraging collaboration and adaptive ministry. These commitments are not simply programmatic goals. They represent a shift in how EOORC understands its role, from coordinating activity to cultivating the conditions through which ministry can flourish.

This plan integrates an explicit change management framework throughout. EOORC is not simply managing an institution through a difficult period. It is leading adaptive change within a living faith community. That requires a clear-eyed understanding of resistance, urgency, leadership credibility, culture, and the human dimensions of transition. Drawing on established frameworks, including Kotter's 8-Step Process, Lewin's Planned Approach, ADKAR, and the organizational becoming perspective, this plan embeds change leadership as a competency and a practice, not an afterthought.

The plan unfolds in three phases over the 2026-2028 period, with a disciplined small-batch approach: no more than three regional-wide priorities active at any one time, clear measurable outcomes rather than activity counts, and built-in review cycles that permit honest adjustment. This is not a plan to fix everything. It is a plan to do fewer things better, to learn as we go, and to trust that faithful attention to the conditions for ministry is itself a form of ministry.

Plan at a Glance

- Four strategic commitments | Three implementation phases | 2026-2028
- Aligned with Toward 2035 and the national Property and Growth Strategy frameworks
- Integrated change management throughout, not as a program but as a posture
- Small-batch discipline: no more than 3 active regional priorities at any time
- Outcome-based metrics replacing activity-count reporting
- Structured measurement architecture with emergent learning built into every review cycle
- Built-in review cycles: 6-month check-ins and annual strategic reviews
- Developed in collaboration with ECORC and Nakonha:ka RC tri-regional partners

The Context: Naming Where We Are

1.1 What the Data Tells Us

Strategic planning without honest data is not planning. It is wishful thinking. The 2026 Toward 2035 national survey (n=3,156), the 2025 Finding Faith survey of the Canadian public, the 2022 UCC Communications Evaluation, and EOORC's own 2024-2025 interim reporting combine to give us a picture that is both sobering and full of possibility.

National Decline and EOORC's Position Within It

The Toward 2035 research makes the trajectory clear: without significant change, the United Church of Canada will be dramatically diminished by 2035. Congregation numbers, ministry personnel, and financial resources are all declining. At the same time, 91% of survey respondents nationally support Toward 2035 as a 10-year direction, with EOORC at 93%, above the national average.

EOORC's familiarity with Toward 2035 is 62%, the fifth highest among all Regional Councils. This is a strength. We are among the more informed regions. Yet that familiarity is concentrated among denominational leaders and ministry personnel. Among congregation members and lay leaders, the people who carry day-to-day ministry, awareness and confidence remain low.

What the National Survey Heard from EOORC

- 62% familiar with Toward 2035, 5th nationally
- 93% support it as a 10-year direction
- Top awareness channel: local congregation (35%)
- Emotional response: hopeful but heavy, grief, fear, fatigue
- Strong skepticism rooted in past program failures

What Congregations Say They Need

- Support reaching beyond their walls (55%)
- Help becoming more multigenerational (48%)
- Closer connection with nearby congregations (42%)
- Resources to discern their ministry's future (36%)
- Regional Council and General Council support (31%)

The Canadian Public: A Window of Opportunity

The 2022 UCC Communications Evaluation and 2025 Finding Faith survey together reveal that approximately 40% of Canadians are 'switchers,' neither strongly opposed to nor in favour of church involvement. This represents a genuine mission opportunity. Among this population, the top challenges the UCC could address include mental health, stress, social isolation, lack of purpose, and difficulty living up to one's potential. The UCC's strongest differentiators, progressive values, inclusion, female ministry leadership, and reconciliation commitments, resonate strongly, particularly with those under 35.

These findings have direct implications for EOORC's growth and community engagement strategy. Congregations that are outward-facing, relationally warm, and clear about what makes them distinctively United Church are better positioned to connect with this population. The plan addresses this through the Adaptive Ministry and Community Engagement commitment.

1.2 What the 2024-2025 Plan Taught Us

The 2024-2025 Setting Our Sights plan was ambitious, faithful, and well-intentioned. It was also spread too thin. With 21 activity streams across five pillars, and the loss of approximately nine months of productive capacity due to staff transitions and vacancies, the plan outpaced available energy. Several streams showed strong results, particularly Growth (G2, G3), Justice Visibility (J4), Climate (C2), and Communications. Others showed only minimal progress (J1, J2, J3).

The most important learning is not about any particular activity stream. It is about the underlying architecture of how we plan. A plan that attempts too much, or that measures outputs rather than outcomes, cannot tell us whether we are making a difference. This plan corrects both of those problems.

Key Lessons from 2024-2025 Informing This Plan

- 21 activity streams exceeded available volunteer and staff capacity. This plan works with no more than 3 active regional priorities at any time.
- Activity-based metrics did not tell us whether anything changed. This plan shifts to outcome-based measurement.
- Staff vacancy and transition had significant downstream effects. Staffing stability and role clarity are now a strategic priority, not an operational assumption.
- Some streams are best combined (G3/G4) and some are not yet ready for regional focus. The plan focuses where energy already exists and capacity is sufficient.
- The Vision Keepers Team is active and working with regional data. The next step is to deepen their capacity, not simply launch them.

1.3 The Toward 2035 Alignment Imperative

At its November 2024 and March 2025 meetings, the 44th General Council Executive directed the General Secretary to implement a strategic plan from the Centennial to 2035. This plan does not require changes to polity or structure. It calls every council of the church to take seriously the authority and responsibility already given by the Basis of Union.

For EOORC, alignment with Toward 2035 is not optional compliance with a national directive. It is an expression of our own conviction that the church we are part of still has vital work to do, work that requires us to change some practices that made sense in 1960 or even 2020 but now hinder the call to be a blessing to the world. As General Secretary Michael Blair has written: 'The future does not fit in the containers of the past.'

The 2026 national Property and Growth Strategy frameworks provide detailed implementation guidance that this plan integrates at the regional level. EOORC will not attempt to build parallel national systems. Instead, we will ensure our regional work is coherent with and contributing to the national effort, while remaining adaptive to the particular realities of our context: a bilingual, geographically diverse region spanning urban Ottawa and Gatineau, rural Eastern Ontario, and smaller communities in between.

Leading Change: The Framework Within the Plan

One of the most consistent findings across organizational change research is that change efforts fail not because the ideas are poor, but because the human dimensions of change are underestimated or ignored. The 2026 Toward 2035 survey confirms this pattern within the United Church itself: support for the direction is near-universal, but confidence in implementation is fragile. The central challenge is not vision. It is credibility.

This plan treats change leadership not as a separate program but as an integrated competency woven throughout every commitment and every phase. The following framework draws on established change management literature and is grounded in EOORC's specific context.

2.1 The Eight Dynamics of Change EOORC Needs to Navigate

The organizational change literature identifies several recurring dynamics that determine whether transformation efforts succeed or stall. Each has a direct parallel in EOORC's situation.

Change Dynamic	EOORC Context	Strategic Response	Model/Framework
Urgency Without Panic	62% awareness of Toward 2035; deep fatigue and skepticism about past programs	Communicate urgency through data and story while holding the emotional weight alongside hope. Bounded optimism, not manufactured alarm.	Kotter Step 1: Create sense of urgency
Credibility Gap	Past programs did not deliver; distrust of top-down direction persists	Small-batch initiatives with clear timelines and visible follow-through. Honour what has worked before moving to what is next.	Schaffer: small experiments with measurable early wins
Resistance as Feedback	Resistance to some strategic directions is present; staff transitions created uncertainty	Create structured channels for honest feedback. Treat resistance as data about readiness, not defiance. Engage informal leaders early.	Thomas, Sargent and Hardy: generative dialogue vs. degenerative dialogue
Culture and Alignment	EOORC's culture values consultation, collegiality, and theological grounding. Change that bypasses these will fail.	Root all strategic work in the Living Call and theological framing. Design processes that honour participation while making clear decisions.	Groysberg et al.: culture eats strategy. Schein's three levels.
Leadership Capacity	Volunteer and staff capacity was stretched in 2024-25. Governance leads are navigating complex ministry decisions.	Protect leadership capacity as a strategic asset. Reduce administrative burden. Invest in leadership formation and peer support.	Module 3: Leadership across the change lifecycle
Sensemaking and Meaning	Congregations need to understand what Toward 2035 means for them specifically, not just nationally	Use the Vision Keepers Team and Community of Faith Support Minister as regional interpreters of national data. Build local sensemaking conversations.	Weick: sensemaking. T2035 Session 1 facilitation resource.

Change Dynamic	EOORC Context	Strategic Response	Model/Framework
Readiness Before Launch	Some congregations are flourishing, others are in crisis. Readiness varies enormously across the region.	Congregational self-assessments before targeted interventions. Phase support according to readiness. Do not apply uniform solutions.	ADKAR: assess readiness before expecting behaviour change
Sustaining Momentum	Change fatigue is real. The Toward 2035 survey data reflects exhaustion as much as discontent.	Visible early wins within the first 6 months. Celebrate and communicate progress. Build review cycles into the governance calendar.	Kotter Steps 6-7: generate short-term wins; do not let up

2.2 The Change Leadership Posture of This Plan

Every element of this strategic plan is designed with these eight dynamics in mind. The phased approach gives permission to start where capacity is strongest. The small-batch discipline prevents the credibility-eroding experience of launching what cannot be sustained. The outcome-based metrics create accountability without bureaucracy. The built-in review cycles create honest checkpoints rather than waiting for annual reports to confirm what everyone already knows.

Most importantly, this plan asks EOORC's leaders, staff, Executive members, Leadership Team members, and community of faith leaders, to adopt a change leadership posture, not just a change management process. The difference matters. Change management coordinates activity. Change leadership creates meaning, builds trust, navigates resistance, and sustains momentum through uncertainty. Both are needed. This plan is designed to support both.

"The goal is not perfect clarity but steady progress through honest, flexible leadership."

The Four Strategic Commitments

The following four commitments organize the strategic work of EOORC for 2026-2028. They are not independent silos. They are interrelated conditions that together create the environment in which faithful ministry can flourish. Each commitment includes a purpose statement, a set of strategic goals, alignment with Toward 2035 priorities, and the change dynamics it specifically addresses.

Commitment 1: Congregational Health and Sustainability

The primary ministry of the church is lived out within communities of faith. Congregations are where worship is offered, pastoral care is provided, relationships with the wider community are formed, and the Christian story is told and retold. Strengthening their health, sustainability, and adaptive capacity is not one priority among many. It is the central purpose of the Regional Council's existence.

The Toward 2035 data is clear: 55% of communities of faith say they need support in reaching beyond their walls; 36% need resources to discern their future. EOORC's own 2024-2025 work with community of faith renewal (G3) showed strong uptake, 10+ congregations actively engaged, 36 neighbourhood profiles produced. This commitment builds on that momentum and systematizes it.

Strategic Goals: Commitment 1

- Launch a congregational self-assessment framework that is reflective, accessible, and non-evaluative by end of Year 1.
- Establish a Regional Congregational Health Dashboard, tracking leadership stability, financial sustainability, community engagement, collaboration, and property sustainability, operational by mid-Year 1.
- Develop and implement a Vision Keepers Formation Plan that builds skills across four domains: data interpretation and mapping, facilitation and congregational conversation, change readiness assessment, and referral and accompaniment protocols. Include structured peer reflection built into the team's ongoing rhythm.
- Ensure that all communities of faith navigating significant transition have access to structured accompaniment and discernment support by Year 2.
- Through the self-assessment process, identify communities of faith at elevated transition risk before crisis occurs, enabling proactive accompaniment rather than reactive support.
- Develop and deploy a Congregational Transition Toolkit, including self-led resources, facilitation guides, and peer connection to congregations who have navigated similar transitions, available to all communities of faith by end of Year 2.

Toward 2035 Alignment: This commitment directly addresses T2035's call to 'strengthen communities of faith' and responds to the national Growth Strategy outcomes 2, 5, and 8: Growth in Participation and Belonging; Sustainable Communities of Faith; Increased Collaboration.

Change Dynamic: This commitment addresses Readiness Before Launch and Sensemaking and Meaning. Not all congregations are in the same place. Self-assessments create shared language and honest visibility without premature prescription. The Vision Keepers Team, strengthened through their formation plan, provides a forum for collective sensemaking grounded in real data.

Commitment 2: Resilient and Supported Leadership

Leadership in the church cannot be assumed. Ministry personnel are navigating unprecedented complexity: declining congregations, aging memberships, increased administrative burden, and the emotional weight of accompanying communities through grief and transition. Lay leaders are increasingly asked to carry responsibilities that once belonged to paid staff. Without sustained attention to leadership health, everything else in this plan will fail.

The 2024-2025 plan showed strong uptake of leadership formation events (L1, L2), yet the structural foundations remain incomplete: a formalized peer ministry network, a clear lay leadership development pathway, and a dedicated support resource for clergy. This commitment builds that architecture.

Strategic Goals: Commitment 2

- Establish a formal peer ministry network structure, with regional groupings and at least one annual multi-day retreat, fully operational by end of Year 1.
- Develop a Lay Leadership Formation Pathway, from orientation through advanced development, in partnership with the YAYA team and neighbouring regional councils by Year 2.
- Ensure that the Keeping in Touch Team maintains regular, relational contact with all communities of faith across the region, with 100% of congregations contacted at least annually and a clear protocol for escalating concerns to the Community of Faith Support Minister or Pastoral Relations Commission.
- Ensure that 60% of communities of faith report having at least two trained lay leaders by end of Year 2. Establish biennial survey baseline in Year 1.
- Reduce lay leadership burnout self-report scores by 15% over the plan period. Establish baseline through Year 1 survey.
- Support the Personnel Support Leadership Team in establishing a regional clergy chaplaincy role, a dedicated, confidential support resource for ministry personnel, with a terms of reference, defined scope, and funded position by end of Year 2.
- Create formal support structures for newly arrived ministry personnel, including orientation, mentorship pairing, and regional integration within the first 90 days of arrival.

Toward 2035 Alignment: This commitment responds directly to T2035's emphasis on 'intentional, collaborative work' and the national Growth Strategy outcome 4 (Strengthened Leadership for Growth). It also addresses the systemic leadership pipeline challenge named throughout the Toward 2035 survey responses.

Change Dynamic: This commitment addresses Leadership Capacity and Sustaining Momentum. Leaders who are isolated, exhausted, or unsupported cannot lead change. Investing in leadership infrastructure before launching programmatic initiatives is not a delay. It is the prerequisite for everything else in this plan.

Commitment 3: Regional Systems and Operational Clarity

When governance processes are clear, proportionate, and accessible, they enable ministry. When they are complex, unclear, or disproportionate to the capacity of communities of faith, they consume the time and energy needed for the actual work of the church. One of EOORC's clearest opportunities for immediate, high-leverage change is in the clarity and accessibility of its own systems.

The 2024-2025 plan included an aspiration to review and simplify processes, yet with limited capacity it did not advance significantly. Feedback has surfaced concerns about pastoral relations support, property discernment complexity, and reporting burden. This commitment addresses those directly.

Strategic Goals: Commitment 3

- Complete a systematic map of regional processes, including pastoral relations, property, reporting, grants, and communications, identifying complexity, duplication, and accessibility gaps by end of Q2 Year 1. (Strengthening liaison training, supervision alternatives & pilots, and supporting them)
- Develop plain-language guides, FAQs, and walkthrough resources that help congregational leaders understand and navigate the pastoral relations process with confidence, so that the experience of transition feels accompanied and clear, even when the nationally mandated process is complex.
- Develop a Pastoral Relations Accompaniment Protocol: a defined set of touchpoints through which EOORC proactively supports communities of faith at each stage of transition, from vacancy through settlement.
- Work with and align, where appropriate, with the national Property Strategy framework, ensuring alignment with The Manual 2026 and EOORC's governance handbook by Year 2.
- Reduce administrative burden on communities of faith by consolidating and simplifying annual reporting requirements, with congregational feedback surveyed annually.
- Develop a shared toolkit, including templates, guides, and FAQs, for trustees and lay governing bodies, with training workshops offered in each year of the plan.
- Establish a baseline measure of process clarity through Year 1 congregational feedback, and set a realistic improvement target based on where we are starting from.

Toward 2035 Alignment: This commitment enables all other T2035 work by ensuring the infrastructure of the Regional Council serves rather than burdens its communities. It aligns with the national Property Strategy outcomes 1-3 and 5-8, and with the Growth Strategy outcome 9 (Clearer Pathways for Discernment and Decision-Making).

Change Dynamic: This commitment addresses the Credibility Gap and Culture and Alignment. Communities of faith that experience regional processes as confusing or disconnected from their needs develop distrust of the institution. Every improvement to clarity and accessibility is simultaneously an act of trust-building and a demonstration that EOORC is listening.

Commitment 4: Collaboration, Adaptive Ministry, and Emerging Opportunity

The church's future is not in isolation. Communities of faith that collaborate, sharing resources, leadership, ministry vision, and physical space, are more resilient than those that attempt to sustain full independent ministry with shrinking capacity. New forms of ministry, multicultural communities, digital and hybrid expressions, cooperative ministry arrangements, are already emerging in EOORC and deserve intentional support.

The 2024-2025 plan showed promising results in new ministry creation, two new Swahili-speaking communities of faith, a LGBTQ refugee community at Kitchissippi, in ecological engagement (Faithful Footprints, carbon footprint measurement), and in justice visibility (Capital Pride, reconciliation events). This commitment creates the structural support for this work to deepen and expand.

Strategic Goals: Commitment 4

- Develop a Collaborative Ministry Toolkit: practical resources, models, and case studies drawn from EOORC's own context and neighbouring regional councils, that congregations can use to explore shared ministry arrangements on their own terms.
- Identify and celebrate at least 5 existing examples of collaborative ministry within EOORC, using their stories to normalize and inspire collaboration across the region, rather than treating it as a new or unfamiliar idea.
- Have at least 10% of all communities of faith engaged in Faithful Footprints assessment or ecological action by end of Year 2.
- Ensure that EOORC's justice networks, including racial justice, rural ministry, and ecological stewardship, each have an annual work plan with identified priorities and a regional connection by end of Year 1.
- Develop and implement a digital and hybrid ministry capacity-building program for communities of faith, with at least 20 congregations engaged by end of Year 2.
- Develop a clear, accessible pathway for communities and individuals exploring new ministry expressions, from initial conversation through to discernment, support, and launch, so that the next new ministry does not have to figure out how to begin from scratch.

Toward 2035 Alignment: This commitment is the most directly aligned with T2035's vision of 'becoming diverse, contextual communities of disciples.' It responds to the national Growth Strategy outcomes 1, 3, 7, and 8: Community Connection; New Expressions of Ministry; Digital Capacity; Collaboration. It also reflects the Finding Faith data's identification of reconciliation, inclusion, and community engagement as the UCC's strongest public differentiators.

Change Dynamic: This commitment addresses Urgency Without Panic and Resistance as Feedback. New ministry expressions and collaborative arrangements can be disorienting for communities accustomed to independence. This work requires patient facilitation, the strategic use of early adopters as champions, and honest learning from what does and does not work in the EOORC context.

Integrated Strategic Framework

The following table provides a consolidated view of the four strategic commitments, their goals, phased focus areas, key metrics, and the depth of systemic shift each represents.

Strategic Area	Goal	Year 1 Focus	Years 2-3	Key Metrics	Depth of Shift
1. Congregational Health and Sustainability	Strengthen adaptive capacity and sustainability of communities of faith	Self-assessment launch; Health Dashboard; Vision Keepers Formation Plan	Targeted accompaniment; transition toolkit; collaborative ministry support	% of CoFs assessed; health distribution trend; transition support access; toolkit uptake	High: from reactive crisis response to proactive sustainability support
2. Leadership: Resilient and Supported	Cultivate a sustainable, distributed, and supported leadership ecosystem	Peer ministry networks; Keeping in Touch rhythm; lay leadership baseline survey	Lay Leadership Pathway; chaplaincy role; mentorship and formation programs	Burnout self-report; lay leader training rates; chaplaincy established; new leader pipeline	High: cultural and structural shift from role-based to ecosystem leadership
3. Regional Systems and Clarity	Ensure regional systems are clear, accessible, and proportionate	Process mapping; pastoral relations accompaniment protocol; property framework alignment	Admin simplification; toolkit development; training workshops	Process clarity baseline and trend; admin burden score; congregational trust levels	Moderate: operational transformation enabling structural support
4. Collaboration, Adaptive Ministry and Emergence	Create conditions for new and collaborative ministry to emerge from congregational life	Collaborative Ministry Toolkit; justice network work plans; new ministry pathway	Digital ministry capacity; Faithful Footprints scale; story-sharing and celebration	# collaborative arrangements; # new ministries; ecological engagement; justice network activity	Moderate-High: from program-driven to emergent, contextual ministry

Implementation Phases

The implementation of this plan unfolds in three distinct but interlocking phases. Each phase builds on the insights and capacities developed in the previous one. The phased approach is not a bureaucratic convenience. It reflects a genuine understanding of how meaningful change occurs in organizations: through sustained attention to foundations before launching initiatives, and through honest learning rather than relentless execution.

PHASE 1 | Year 1 (2026)

Establishing the Foundations

- Launch the congregational self-assessment framework and begin data collection across the region.
- Build the Regional Congregational Health Dashboard using self-assessment and existing regional data.
- Begin the Vision Keepers Formation Plan: establish learning domains, convene formation sessions, build peer reflection rhythm.
- Complete systematic map of regional processes and identify simplification and clarity priorities.
- Develop plain-language pastoral relations resources and the Pastoral Relations Accompaniment Protocol.
- Align with the national Property Strategy framework and update EOORC's governance handbook accordingly.
- Establish peer ministry networks and confirm Keeping in Touch Team contact rhythm for all communities of faith.
- Conduct lay leadership baseline survey.
- Ensure all justice networks have an annual work plan with identified priorities and a regional connection.
- Develop the Collaborative Ministry Toolkit, drawing on existing EOORC examples and neighbouring regional council models.
- Support the launch of at least 3 new communities of faith or new ministry expressions.
- Begin work with the Personnel Support Leadership Team on scoping the clergy chaplaincy role.
- 6-month review (September 2026): honest assessment of what is working, what requires adjustment, what should be paused. Name surprises. Adjust priorities.

PHASE 2 | Years 2-3 (2027-2028)

Focused Strategic Action

- Use Health Dashboard insights to target accompaniment and transition support for communities of faith showing vulnerability indicators.
- Deploy the Congregational Transition Toolkit across the region.
- Complete the Vision Keepers Formation Plan: all four domains addressed, peer reflection embedded, team capacity assessed.
- Implement Lay Leadership Formation Pathway across the region.
- Establish the clergy chaplaincy role with terms of reference, scope, and funding confirmed.

- Simplify annual reporting requirements based on Year 1 congregational feedback and process mapping findings.
- Launch digital and hybrid ministry capacity-building program, targeting at least 20 congregations.
- Identify and publicly celebrate at least 5 collaborative ministry examples across the region.
- Support at least 2 additional new ministry launches, with continued attention to multicultural and underserved contexts.
- Scale Faithful Footprints engagement to 10% or more of congregations.
- Integrate small-batch initiative cycles throughout: identify, pilot, evaluate, and explicitly decide to continue, adapt, scale, or release.
- Publish annual outcomes report replacing traditional activity-count reporting.
- Annual strategic review (May 2027, May 2028): adjust priorities based on system learning. Genuine openness to changing direction.

PHASE 3 | Ongoing (2028 and Beyond)**Adaptive Strategy and Long-Term Learning**

- Annual congregational self-assessment cycle embedded as a permanent feature of regional rhythms.
- Congregational Health Dashboard updated and used actively in governance decisions throughout the year.
- Strategic review and discernment cycle held twice annually: spring and fall.
- Leadership formation and peer support sustained as permanent infrastructure, not a one-time initiative.
- Pastoral relations and property support responding to emerging needs with clear, accessible processes.
- Contribution to national Toward 2035 evaluation and cross-regional learning with ECORC and Nakonha:ka RC.
- Preparation for the next strategic plan cycle (2029+) grounded in accumulated learning from this plan period.

Measuring Impact and Making Space for Emergent Learning

One of the clearest lessons from 2024-2025 is that activity-based metrics, events held, people engaged, cannot tell us whether anything changed in the system. This plan adopts outcome-based measurement: we track changes in congregational health, leadership capacity, process clarity, and collaborative engagement. The question is not 'Did we do what we said we would do?' but 'Did anything change as a result?'

Yet outcomes data alone is not enough. The church's most important learnings often arrive sideways, in a cluster meeting where something shifts in how a group of ministers understands their shared calling, in a conversation that helps a congregation find new courage, in an unexpected pattern that the Health Dashboard surfaces that nobody anticipated. This plan is designed to capture those learnings and let them shape what comes next.

Three distinct but connected practices form the measurement and learning architecture of this plan.

5.1 Outcome Tracking: Did Anything Change?

This is the formal accountability layer. For each strategic commitment, a small number of system-level indicators track whether the underlying conditions are actually shifting, not whether we did the thing, but whether the thing made a difference. Baselines are established in Year 1 before any progress claims are made in Years 2 and 3.

Commitment 1: Congregational Health and Sustainability

- Percentage of communities of faith completing annual self-assessment. Target: 60% in Year 1, 80% in Year 2.
- Distribution of congregations across health categories, flourishing, stable, vulnerable, at-risk, tracking trend over time, not just snapshot.
- Percentage of communities of faith in transition who received structured accompaniment support.
- Number of congregations engaged in structured renewal or collaborative ministry. Target: 5 (or ?) or more per year.

Commitment 2: Leadership

- Lay leadership baseline survey completed in Year 1. Target: 15% improvement in burnout self-report by Year 3.
- 50% of communities of faith reporting at least 2 trained lay leaders by end of Year 2.
- 60% of congregations contacted by the Keeping in Touch Team at least annually.
- Peer ministry network participation rate. Target: 60% of ministry personnel engaged by Year 2.
- Clergy chaplaincy role established with terms of reference and funding confirmed by end of Year 2.

Commitment 3: Regional Systems

- Process clarity baseline established through Year 1 congregational feedback. Improvement target set from that baseline, not from assumption.
- Pastoral relations accompaniment experience score, measured through congregational feedback after each transition process.
- Administrative burden self-report score reduced by 20% over the plan period.
- Congregational trust in regional systems tracked annually through the self-assessment process.

Commitment 4: Collaboration and Adaptive Ministry

- Number and depth of formalized collaborative ministry arrangements documented annually.
- The number of congregations moving from vulnerable or at-risk categories toward stable or flourishing on the Health Dashboard increases by at least 10% between Year 1 and Year 3.
- At least 10% of congregations engaged in Faithful Footprints or equivalent ecological action by Year 2.
- Justice networks each with documented annual work plan and regional connection by end of Year 1.

5.2 Learning Reviews: What Are We Discovering?

This is the emergent learning layer, and it requires structured space rather than just good intentions. Without protected time and a clear format, learning conversations get crowded out by operational demands. The following review rhythm is built into the governance calendar.

Review Rhythm

- 6-month check-in (September 2026): not a progress report but a genuine learning conversation. What is surprising us? What is working that we did not expect? What is not working despite our best efforts? What should we stop, adjust, or add?
- Annual Strategic Review (May Annual Meeting): full assessment of all four commitments against outcomes. Reporting to the Regional Council with public accountability.
- Vision Keepers annual reflection: bringing their data and field observations together to identify patterns across the region not visible from any single congregation's vantage point.
- Staff learning debrief after each initiative cycle: before moving to the next priority, explicitly name what was learned and how it should shape what comes next.
- Mid-plan Review (Spring 2027): comprehensive review of Phase 1 outcomes informing Phase 2 priorities. Genuine openness to changing direction, presented to the Annual Meeting.
- End-of-plan Evaluation (Spring 2028): full outcomes assessment combining quantitative data with narrative learning, forming the foundation for the next planning cycle.

The discipline here is distinguishing between a review that confirms what we hoped to find and a review that is genuinely open to being surprised or uncomfortable. The former is performance management. The latter is strategic learning. EOORC is committed to the latter.

5.3 Sensemaking Conversations: What Does This Mean for Us?

Data and outcomes can tell you what is happening. They cannot tell you what it means, or what a faithful response looks like. This is the layer most distinctive to a church context and most often missing from organizational strategic plans.

EOORC has natural forums for this kind of sensemaking: the Annual Meeting, regional gatherings, the Vision Keepers Team, cluster hub conversations, and the tri-regional gathering. The question is whether those forums are designed to facilitate genuine discernment or whether they are primarily informational and procedural. This plan builds sensemaking in deliberately.

- Reserve space at each Annual Meeting for a data-informed discernment conversation, not just reporting on the plan but asking together what the patterns in the data are calling the church to.
- The Vision Keepers Formation Plan specifically develops facilitation skills for sensemaking conversations, so that data presentations open up rather than close down congregational and regional imagination.
- Develop a simple annual regional narrative, a story of what we are learning and where we sense the Spirit moving, updated each year and shared widely with congregations, not just with denominational leaders.

5.4 Permission for the Strategy to Change

The small-batch discipline already creates natural openings for emergent strategy. At the end of each initiative cycle, the explicit decision is: continue, adapt, scale, or release. That decision point is where emergent learning enters the strategy.

Yet there is a deeper question about permission. Most organizations, including churches, have an implicit norm that the plan is the plan. Deviating from it feels like failure or lack of commitment. This plan explicitly gives permission for the strategy to change in response to what is learned.

Living Document Governance Principle

- This plan is a living document. The Annual Strategic Review has the authority to adjust priorities, retire initiatives that are not working, and add emerging priorities that could not have been anticipated at the time of writing.
- Fidelity to this plan means fidelity to the learning, not to the original document.
- When the data or the field observations reveal something important that the plan did not anticipate, the plan adjusts. That is not failure. That is faithful leadership.
- No new initiative may be launched without a named lead, a defined timeframe, measurable learning objectives, and an explicit decision point at which the region will assess whether to continue, adapt, scale, or release.

5.5 The Small-Batch Discipline

To prevent the diffusion of effort that undermined the 2024-2025 plan, EOORC works toward to the following governance principle for the duration of this plan.

Small-Batch Governance Principle

- No more than three active regional-wide priority initiatives at any given time.
- Each initiative must have: a clearly named system-level challenge; a defined 6-12 month timeframe; measurable learning objectives; a named lead with designated support.
- At the conclusion of each initiative cycle, the region will explicitly decide: Continue? Adapt? Scale? Release?
- New initiatives may not be launched until the review cycle for existing initiatives is complete.
- This principle applies to all four strategic commitments. It governs the pace, not just the number, of change efforts.

Financial Context and Resource Alignment

This plan is designed to be achievable within EOORC's current financial and human resource capacity. The 2024 Financial Statements show a total asset base of \$8.515 million, including an investment portfolio of approximately \$7.97 million through Fiera Capital. The unrestricted surplus of \$84,075 reflects a tighter operating position than 2023 (\$229,025), and the governance fund carried a deficit of \$(90,300).

This financial reality has direct implications for implementation. The plan does not assume new budget lines for major programmatic initiatives. Instead, it prioritizes reallocation of existing capacity and energy toward fewer, higher-impact activities. The following principles govern resource alignment:

- Staffing stability is a financial priority as much as a ministry one. Staff vacancies and transitions cost time, energy, and credibility. Maintaining a full, well-supported team is an investment, not overhead.
- The small-batch discipline protects financial resources. Fewer simultaneous initiatives means more concentrated investment in what matters most.
- Leadership formation investments, peer networks, Keeping in Touch, lay leader training, have high leverage relative to cost. They build capacity that multiplies across the region.
- The Congregational Health Dashboard and self-assessment framework require modest infrastructure investment in Year 1, yet create the informational foundation for all future strategic decisions.
- Property-related activity should increasingly be self-sustaining through the national Property Strategy alignment and TUCC/Kindred Works partnerships.
- The Vision and Transformation Fund and Mission and Ministry Fund investments should be reviewed annually in light of strategic priorities, ensuring financial resources and strategic commitments are aligned.

The 2026 budget review (November) will incorporate a strategic alignment assessment. For each significant budget line, the question will be asked: does this expenditure support one of the four strategic commitments? If not, is there a compelling reason to continue it? This discipline moves budget-setting from historical incrementalism toward strategic intentionality.

Toward 2035: How This Plan Contributes

The Toward 2035 vision calls the United Church to become 'diverse, contextual communities of disciples that continue the story of Jesus by embodying Christ's presence in the world.' EOORC's plan does not simply comply with this vision. It makes a distinctive regional contribution to it.

What Toward 2035 Calls Us To • Whole-church collaboration, CoF, RC, GC working together • Diverse, contextual communities of disciples • Intentional, collaborative work • Strengthening communities of faith • Living hope rather than managing decline	How This Plan Responds • Tri-regional collaboration with ECORC and Nakonha:ka RC embedded in governance • New multicultural ministry launches; Anti-Racist Leadership Team; digital and hybrid engagement • Cluster hubs; shared ministry models; peer networks • Self-assessment; Health Dashboard; accompaniment and transition support • Congregational vitality framing; small wins visible and celebrated; faithful futures discerned
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The 2026 Toward 2035 national survey identified that the central challenge is not vision: 91% nationally and 93% in EOORC support the direction. The challenge is implementation credibility. EOORC's plan directly addresses this by building visible early wins, honest review cycles, clear accountability, and the kind of relational trust that makes change feel safe enough to try.

The survey also identified what communities of faith most need: support reaching beyond their walls (55%), becoming multigenerational (48%), connecting with nearby congregations (42%), and discerning their future (36%). These needs correspond precisely to the four commitments of this plan. The plan was not built from the top down. It was built from the data up.

7.1 Tri-Regional Collaboration

EOORC's relationship with East Central Ontario Regional Council (ECORC) and Nakonha:ka Regional Council is formalized through a Memorandum of Understanding and expressed in shared staff arrangements, the April 2026 tri-regional gathering, and ongoing collaboration across pastoral relations, youth ministry, and governance development.

This plan is designed to be coherent with the plans of ECORC and Nakonha:ka RC, with intentional overlap in the areas of congregational health, leadership formation, and Toward 2035 implementation. The tri-regional gathering identified several areas where shared work is more efficient and more effective than parallel regional efforts. These will be identified through the Phase 1 process mapping and incorporated into Year 2 work plans.

The Planning Process: How This Plan Was Built

A strategic plan that does not reflect the voices of those it serves is not a strategic plan. It is an administrative exercise. This plan draws on the following sources of input and discernment:

- The 2024-2025 Interim Report: an honest internal assessment of what worked, what did not, and why.
- The 2026 Toward 2035 National Survey (n=3,156): including EOORC-specific regional data on awareness, needs, and concerns.
- The 2025 Finding Faith Survey of the Canadian public: providing context on mission opportunity.
- The 2022 UCC Communications Evaluation: informing how EOORC communicates its work and identity.
- The April 2026 Tri-Regional Staff and Governance Leads Gathering (Prescott, ON): cross-regional input on planning priorities and Toward 2035 alignment.
- The national Property and Growth Strategy frameworks (April 2026): providing the structural context for regional implementation.
- Internal working documents including Wondering re the Strat Plan, Thinking about the Strat Plan, and the Strategic Implementation Roadmap, which modelled several alternative approaches before this integrated plan was developed.
- The EOORC Governance Handbook (January 2026): ensuring alignment with existing governance structures and terms of reference.

The plan was developed with awareness of four possible planning models: a refined current model (keeping thematic pillars but shifting to outcome metrics); a structured evolution (reducing initiative count with prioritization discipline); a small-batch model (12-month focused cycles with explicit learning); and a structurally different model (organizing by Regional Council responsibility rather than themes). This plan integrates the strengths of each: it maintains the thematic structure of Setting Our Sights while introducing the small-batch discipline, shifting to outcome metrics, and incorporating the functional clarity of a responsibility-based approach through the four strategic commitments.

Guiding Principles

The following principles will guide the implementation of this plan and all decision-making within it. They are not aspirational platitudes. They are operational commitments that will be referenced explicitly in review processes.

Focus

Fewer things done well serve the church better than many things done partially. At no point during this plan will more than three active regional-wide priorities be in motion simultaneously. Permission to say 'not yet' is built into the governance of this plan.

Honesty

The church is better served by honest assessment than by institutional optimism. Review processes will name what is not working as clearly as what is. Grading below B will trigger a structured response, not a narrative justification.

Collaboration

Communities of faith are partners in this work, not recipients of it. The self-assessment process, the cluster hubs, and the Vision Keepers Team are designed to make that partnership real. The plan will be adjusted in light of what communities of faith tell us.

Learning

Each initiative cycle is a learning cycle. The goal is not just to succeed at what we planned, but to understand why it worked or did not work, and to carry that understanding into the next cycle. Strategic learning is as important as strategic achievement. This plan gives explicit permission for the strategy to change in response to what is learned.

Theological Grounding

This is not a management plan for a religious non-profit. It is a discernment document for a community called by God to continue the story of Jesus in this place and time. Every initiative will be evaluated not only for its strategic effectiveness but for its faithfulness. The question 'Is this working?' will always be accompanied by the question 'Is this faithful?'

Equity and Inclusion

The church's credibility on inclusion depends on whether it is lived, not just stated. Plans, processes, and priorities will be reviewed regularly through an equity lens. The Anti-Racist Leadership Team, the multicultural new ministry strategy, and the equity lens applied to pastoral relations processes are not separate justice initiatives. They are integral to every commitment in this plan.

A Closing Word: This is Not Decline Management

It would be easy to read a document like this one as an institutional response to institutional decline: a rational plan for managing a shrinking organization toward a graceful conclusion. That is not what this plan is.

The United Church of Canada, and EOORC within it, exists because there is still vital work to do. In a country where 40% of the adult population is spiritually open but unconnected, where loneliness and purposelessness are among the most pressing public health challenges, where reconciliation remains unfinished and the earth cries out for justice, the church's particular way of gathering, healing, witnessing, including, and hope-holding is not redundant. It is needed.

The data is honest about decline. It is also honest about possibility. Among those 93% of EOORC respondents who support Toward 2035 as a direction, the most common reading is this: 'The whole church needs to work together for the future.' That is what this plan is designed to enable.

Not by adding burden. Not by launching more programs that stretch already stretched people thinner. But by doing the foundational work: knowing our congregations, supporting our leaders, simplifying our systems, and creating the relational infrastructure through which new things can emerge. And doing it faithfully, honestly, and together.

"God of wisdom and community, give us courage to release what no longer serves, and wisdom to hold onto what matters most. And in all things, guide us toward the work you are calling us to do."

Eastern Ontario Outaouais Regional Council
Conseil régional de l'Outaouais et de l'Est ontarien

Setting Our Sights | Strategic Plan 2026-2028

Approved: _____ Date: _____

Chair, Regional Council Executive

Appendix C

**Camp Supervisory Team
Mandate and Terms of Reference****1. Name****Camp Supervisory Team**

This Tri-Regional Team is comprised of 2 members each from the East Central Ontario Region, Eastern Ontario Outaouais Region and the Nakonha:ka Region

2. Purpose

The Camp Supervisory Team exists to provide regional oversight, accountability support, and relational supervision for camps connected to the Region. Its purpose is to help ensure that each camp is operating in a manner that is safe, responsible, faithful to The United Church of Canada, legally compliant, and aligned with the Region's expectations for governance, stewardship, and care.

The Team is not intended to duplicate or replace camp boards, camp management, provincial camp accreditation bodies, or the United Church accreditation process. Rather, it exists to ensure that the Region is exercising appropriate supervisory oversight over camp ministries entrusted to its care, and that concerns, risks, gaps, and emerging issues are identified early and addressed well.

3. Mandate

The Camp Supervisory Team is mandated by the Regional Council, or by the Executive on behalf of the Regional Council, to:

1. maintain an ongoing supervisory relationship with camps within the Region;
2. receive, review, and monitor camp reporting and key operational information;
3. assess whether camps are meeting regional and denominational expectations related to governance, accountability, legal compliance, risk management, and ministry integrity;
4. identify concerns, risks, or areas requiring follow-up, support, or intervention;
5. recommend appropriate actions to the Executive Minister, Executive, or Regional Council where needed;
6. support continuous improvement, healthy practice, and sustainable camp ministry across the Region; and
7. serve as the Region's primary oversight body for camp supervision, distinct from any accreditation or peer-review process.

4. Guiding Commitments

In carrying out its work, the Team will act in a manner that is:

- faithful to the theology, polity, and values of The United Church of Canada;
- attentive to the safety and well-being of children, youth, staff, volunteers, and families;
- grounded in justice, accessibility, inclusion, and respect;
- mindful of fiduciary responsibility, legal compliance, and reputational risk;
- relational rather than merely procedural;
- supportive, developmental, and proportionate in its oversight approach; and
- clear about the difference between supervision, governance, management, and accreditation.

5. Authority

The Camp Supervisory Team is an oversight and advisory body of the Region. It has authority to request information, receive reports, conduct supervisory reviews, and make recommendations within its mandate.

Unless expressly delegated otherwise by the Regional Council or Executive, the Team does not have authority to:

- manage the day-to-day operations of a camp;
- act as the governing body of a camp;
- replace the authority of a camp board;
- independently grant, deny, suspend, or revoke accreditation status;
- hire, supervise, or dismiss camp staff directly; or
- bind the Region or a camp legally or financially without appropriate approval.

Where significant concerns arise, the Team may recommend that the Executive Minister, Executive, or Regional Council take further action.

6. Scope of Oversight

The Team's supervisory scope includes, but is not limited to, the following areas:

a. Governance and Accountability

- whether each camp has an appropriate governing body or oversight structure;
- clarity of roles between board, staff, volunteers, and regional bodies;
- quality and timeliness of annual reporting;
- adequacy of policies, review cycles, and board oversight practices;
- evidence that required records are maintained appropriately.

b. Legal and Regulatory Compliance

- compliance with municipal, provincial, and federal legislation relevant to camp operations;
- employment and labour compliance;
- human rights, accessibility, privacy, and copyright compliance;
- required licences, inspections, and testing.

c. Health, Safety, and Risk

- health and safety systems and procedures;
- incident reporting and follow-up;
- screening and safeguarding practices;
- sexual misconduct, harassment, and abuse prevention processes;
- emergency preparedness and risk mitigation.
-

d. Ministry Integrity and United Church Identity

- alignment with the theology, practices, and values of The United Church of Canada;
- integrity of the camp's stated purpose and ministry role;
- faith formation practices appropriate to the camp context.

e. Organizational Sustainability

- financial stability and stewardship;
- insurance coverage;
- leadership continuity;
- operational resilience and major organizational risks;
- viability concerns that may affect camp continuity or regional exposure.

7. Relationship to Accreditation

The Camp Supervisory Team is separate from and not a substitute for accreditation.

Its function is regional supervision and oversight. Accreditation, whether provincial or denominational, is a standards-verification process with its own criteria, processes, and determinations. The Team may review accreditation outcomes, note compliance issues, and monitor follow-up, but it does not itself function as the accrediting body unless formally assigned a specific accreditation-related role by the Region under denominational processes.

The distinction is important:

- **Accreditation** asks whether standards were met in a formal review process.
- **Supervision** asks whether the Region is satisfied that the camp is being governed, managed, and monitored responsibly over time.

This distinction is supported by the Camping Standards, which require both a camp governing body and a relationship with the regional council, annual reporting to the Region and General Council, compliance with legislation and policy, and a regional role in identifying a person or team for camp visits within the broader standards process.

8. Core Responsibilities

The Camp Supervisory Team shall:

8.1 Receive and Review Reporting

Receive and review such reports and documents as may be required by the Region, including for example:

- annual reports;
- board membership lists;
- financial statements;
- insurance confirmation;
- accreditation status updates;
- annual compliance submissions;
- major incident summaries;
- significant policy changes;
- notice of major organizational, financial, legal, staffing, or property concerns.

8.2 Monitor Compliance and Risk

Monitor whether camps appear to be meeting expectations in relation to:

- governance;
- policy;
- safeguarding;
- staffing and screening;
- inspections and safety;

- legal compliance;
- record retention;
- financial stewardship;
- denominational expectations.

8.3 Conduct Supervisory Engagement

Engage camps through an appropriate supervisory rhythm, which may include:

- annual check-ins; [*how frequent do we expect check-ins to be?*]
- scheduled review meetings;
- site conversations or visits;
- follow-up conversations where concerns arise;
- requests for clarification, corrective action plans, or updates.

8.4 Identify and Escalate Concerns

Where the Team identifies significant concern, it shall:

- document the concern;
- assess the seriousness and urgency of the matter;
- determine whether the matter is best handled through support, monitoring, or escalation;
- refer urgent or high-risk matters promptly to the Executive Minister and, where appropriate, the Executive or Regional Council.

8.5 Support Improvement

The Team may recommend resources, training, policy development, governance improvements, or other supportive actions to strengthen camp health and accountability.

8.6 Advise the Region

Provide the Region with informed advice about camp-related oversight issues, emerging patterns, and any action needed to protect campers, staff, volunteers, the Region, or the wider church.

9. What the Team Will Not Do

For clarity, the Team will not:

- run camp programs;
- micro-manage camp boards or directors;
- substitute its judgment for ordinary operational decision-making;
- provide legal, HR, or clinical advice unless properly qualified and authorized;
- investigate complaints in a manner that bypasses established policy or due process;
- function as an appeal body unless specifically given that authority.

10. Membership and Composition

The Team should be composed of people with sufficient breadth of expertise to exercise sound oversight. Membership should normally include a mix of skills and experience such as:

- governance and board practice;
- camp leadership or outdoor ministry experience;
- child, youth, and vulnerable persons safeguarding awareness;
- risk management and health/safety understanding;
- finance or audit literacy;
- human resources or employment practice;

- knowledge of United Church polity and regional structures.

The Team may also include ex officio staff support as determined by the Region. A best-practice composition would normally include 6 members, including two members from each of the tri-regions. This maintains a large enough team for balanced judgment and small enough for effective work.

11. Appointment and Term

Members shall be appointed by the Regional Council or Executive, according to regional practice.

Terms should normally be:

- two or three? years, renewable;
- staggered where possible to preserve continuity;
- subject to removal or replacement by the appointing body where needed.

The appointing body should designate a Chair and may also designate a Vice-Chair.

12. Chair

The Chair shall:

- convene meetings;
- set agendas with staff support as needed;
- ensure the Team remains within mandate;
- foster effective, fair, and accountable decision-making;
- ensure matters requiring escalation are brought forward appropriately;
- report on behalf of the Team.

13. Staff Support

The Region may assign a staff person to support the Team. Staff support may include:

- preparing agendas and circulating materials;
- maintaining records of meetings;
- coordinating communication with camps;
- tracking submissions and follow-up items;
- advising on polity, policy, and procedural matters.

Staff support does not displace the Team's responsibility for sound judgment and oversight.

14. Meetings

The Team shall meet as often as necessary to fulfill its mandate, and normally no fewer than:

- two to four times per year, with additional meetings as required by need, seasonality, or emerging issues.

Meetings may occur in person, electronically, or in hybrid format.

A majority of members shall constitute quorum unless the appointing body determines otherwise.

15. Decision-Making

The Team will seek to work by consensus wherever possible. Where consensus is not possible, decisions or recommendations may be made by majority vote of those present and voting.

The Team's role is normally recommendatory unless a specific decision-making authority has been formally delegated to it.

16. Reporting

The Team is accountable to the Regional Council or to the Executive where delegated.

It shall provide:

- a regular written report at least annually;
- interim reports where significant concerns or recommendations arise;
- prompt notification of urgent matters involving legal exposure, serious safety risk, safeguarding concerns, major financial instability, or reputational threat.

17. Confidentiality

Because the Team may receive sensitive organizational, personnel, financial, health, safety, or risk-related information, members shall maintain appropriate confidentiality in keeping with law, policy, and natural justice.

Confidentiality does not prevent the Team from reporting concerns through proper regional channels, nor from disclosing information where required by law or policy.

18. Conflict of Interest

Members shall disclose any actual, potential, or perceived conflict of interest and shall not participate in discussion or decision-making where such conflict compromises, or could reasonably appear to compromise, their impartiality.

This includes, but is not limited to, situations where a member:

- serves on the board of a camp under review;
- is employed by the camp;
- has an immediate family relationship with a key person at the camp; or
- has another material interest in the matter.

19. Records

The Team shall maintain records of its meetings, recommendations, decisions, and follow-up items in accordance with the Region's recordkeeping expectations.

20. Review of Terms of Reference

These Terms of Reference shall be reviewed at least every three years, or sooner if needed due to changes in legislation, denominational standards, regional structure, or experience gained through practice.

Mandate of the Camp Supervisory Team

The Camp Supervisory Team is established by the Region to provide ongoing oversight and supervision of camps within the Region. Its role is to help ensure that camps are operating responsibly, safely, legally, and in alignment with the theology, values, and expectations of The United Church of Canada. The Team reviews reporting, monitors risk and compliance, maintains supervisory relationship with camps, identifies concerns requiring follow-up, and makes recommendations to the appropriate regional body. It is distinct from accreditation and does not replace the authority of camp boards or camp leadership.

Appendix D

Pastoral Relations (PR) Commission Minutes
Tuesday, March 17, 2026.

PRESENT:

Jim Allen, Victoria Andrews, Elaine Beattie, Teresa Burnett-Cole, Karen McLean (Scribe), Micheline Montreuil, Blair Paterson, Michelle Robichaud, Mary Royal, Don Stiles (10)

REGRETS/ABSENT: Wayne Harris (1)

CALL TO ORDER, OPENING PRAYER:

Acting Chair, Don Stiles, called the meeting to order at 1:01 p.m. Following a quick check-in with members Don opened with prayer to lead us into the meeting.

CORRESPONDING MEMBER(S): It was agreed that Mary Royal-Duczek be a corresponding member to today's meeting.

INTERIM MOTIONS:

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]

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]

ADDITIONS/CORRECTIONS TO THE AGENDA:

MOTION 2026-17 (J. Allen/T. Burnett-Cole) "that the agenda be accepted as circulated."

CARRIED

ACCEPTANCE OF MINUTES:

MOTION 2026-18 (M. Montreuil/J. Allen) "that the minutes of February 17, 2026, be accepted as circulated."

CARRIED**CORRESPONDENCE:** None**REMEMBRANCES:** None**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) – graduated return to work schedule effective March 16, 2026.

ACKNOWLEDGED SABBATICALS: NONE**SABBATICALS/COVERAGE:****Dominion-Chalmers P.C.**

MOTION 2026-19 (T. Burnett-Cole/M. Robichaud) “that the EOORC PR Commission accepts the position description for a three-month Sabbatical Supply position at Dominion-Chalmers Pastoral Charge.”

CARRIED**SUPERVISED MINISTRY EDUCATION (SME) site:** None**CHANGE IN PASTORAL RELATIONS:****Rev. Earl Klotz**

MOTION 2026-20 (M. Robichaud/M. Montreuil) “That the EOORC PR Commission approves the request of the Rev. Earl Klotz to retire effective July 1, 2026.”

CARRIED**PASTORAL CHARGE CONSTITUTIONS:** None**SHARED MINISTRY AGREEMENTS:** None**APPROVAL OF PROFILES:** None**CALLS/(RE)-APPOINTMENTS:****Grace-St. Andrew's P.C. (Arnprior)**

MOTION 2026-21 (J. Allen/T. Burnett-Cole) “that the EOORC PR Commission accepts the position description from Grace-St. Andrew's Pastoral Charge for a part-time supply appointment pending clarification of hours worked and a breakdown of the hours per area of work, recognizing the limitations of a student.”

CARRIED**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.

Prescott: St. Paul's P.C.

MOTION 2026-22 (M. Montreuil/E. Beattie) “that the EOORC PR Commission, in the absence of called/appointed ministry personnel, names Jim Allen, EOORC member, as Pastoral Charge Supervisor to the Prescott: St. Paul's Pastoral Charge, effective April 26, 2026, and that he be available for consultation and support prior to April 26, 2026.”

CARRIED

[Note: Abstaining – Jim Allen]

Calvin P.C. (Pembroke)

MOTION 2026-23 (M. Robichaud/E. Beattie) “that the EOORC PR Commission, in the absence of called/appointed ministry personnel, names Susan DeHaan, EOORC member, as Pastoral Charge Supervisor to the Calvin Pastoral Charge (Pembroke), effective immediately.”

CARRIED

Spencerville P.C.

MOTION 2026-24 (M. Robichaud/M. Montreuil) “that the EOORC PR Commission, in the absence of called/appointed ministry personnel, names Bev Buckingham, EOORC member, as Pastoral Charge Supervisor to the Spencerville Pastoral Charge, effective immediately.”

CARRIED

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:

Members were brought up-to-date on some pastoral charges.

OTHER BUSINESS:

1) Update on Congregational Designated Minister (CDM)

Victoria provided a recap of the previous conversation regarding this position.

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.

As per the Executive request – Jim has volunteered to be part of a small sub-group from the PRC to work on the CDM pieces. Teresa and Michelle volunteered to be part of this group as well. They will meet in-person and will make every effort to have a package of recommendations ready to bring back to the Executive by June.

2) Zoom meeting with Liaisons and Pastoral Charge Supervisors to meet with Victoria.

Victoria only received 3 positive responses to this proposed gathering. She will send another poll after Easter.

LAST WORD:

Next meeting – **Tuesday, April 21, 2026** at 1:00-3:00 p.m. via Zoom.

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

The United Church of Canada
L'Église Unie du Canada

Eastern Ontario Outaouais Regional Council
Meeting of the Executive

April 30, 2026
Zoom Teleconference

Meeting ID: 831 5073 3651
Passcode: 477861

CLOSING: Mary wished everyone a wonderful Easter season and led us in a closing prayer. The business listed on the agenda being completed, Don declared the meeting closed at 1:51 p.m.

Appendix E

Eastern Ontario Outaouais Regional Council Meeting				
May 29-30 2026		In Such A Time As This		
Time	Until	Agenda Item	Time (min)	OUR CONTACT
9:15	9:30	GATHERING TIME - MUSIC	15	
9:30	9:50	OPENING WORSHIP	20	Joëlle and Takhoui
9:50	10:00	Opening motions	10	Joel and Éric
10:00	10:20	General Council - Report and Sharing	20	Michael/Cheryl-Ann
10:20	10:50	Opening Theme Presentation	30	Morgan
10:50	11:05	BREAK	15	
11:05	11:25	Accountability Reports (Report Book, President, Executive Ministries)	20	Susan and Éric
11:25	11:40	Financial Report	15	Brian
11:40	12:00	Proposals	20	
12:00	13:00	LUNCH	60	
13:00	14:15	Panel: Evangelism in Diasporic Community contexts of the UCC	75	Daniel, Jenni, Issa, Kofi
14:15	14:45	Canadian Bible Society, Emmanuel College	30	Jacob, Andrew
14:45	15:05	HEALTH BREAK	20	
15:05	15:20	Multifaith Housing Initiative Update	15	Sheldon (via Sue Smarkala)
15:20	16:20	Keynote: Evangelism and invitation from a United Church perspective, in a time such as this	60	Morgan
16:20	16:40	Report on Strengthening Invitation "Mystery Guest" Visits	20	Éric
16:40	17:00	Nominations Team	20	Sue Hutton

May 30, 2026

Time	Until	Agenda Item	Time (min)	OUR CONTACT
8:45	9:00	GATHERING TIME - MUSIC	15	
9:00	9:10	OPENING WORSHIP	10	Joëlle and Takhoui
9:10	9:55	Keynote: Evangelism and invitation from a United Church perspective, in a time such as this	45	Morgan
9:55	10:15	Small Group Discussion	20	
10:15	10:45	Strategic Plan	30	Victoria and Mary
10:45	11:00	BREAK	15	
11:00	11:45	Vision Keepers: Big Picture Questions	45	Frank
11:45	12:00	Prayer Practice	15	Natalie
12:00	13:00	LUNCH	60	
13:00	13:15	Gathering Music	15	
13:15	13:30	Lectio Divina	15	Cindy
13:30	14:30	Finding Faith Survey - What we've learned	60	Tori
14:30	14:45	Health Break	15	
14:45	15:10	Congregational Resourcing: Toward 2035	25	Mary and Éric
15:10	15:30	(thank yous, closing motions... others?)	20	?
15:30	16:00	Closing Worship: including the covenanting with Executive and Leadership Team	30	Joëlle and Takhoui
16:00	16:00	Departure	0	Sue Hutton