

Living Faith Story: Sharon-Hope United Church

Draft: Vision Statement

Our vision is to be a vibrant Christian community where faith, hope and love abound.

Draft: Mission Statement

Our mission is to:

- **Celebrate our faith** through a variety of musical offerings;
- **Pray and reflect** on thought-provoking sermons;
- **Integrate Jesus' teachings** into our daily celebrations and challenges;
- **Share our resources** and **take action** to help our world, and our local community;
- Actively engage in **community outreach**.

Draft: Our Core Values

- We **value hospitality** and believe in **servicing** one another;
- We **nurture and support** one another through our actions;
- We **encourage** each other to grow;

Note: The draft, Vision and Mission statements, and draft Core Values are works in progress with the Community of Faith.

Our Common Story

The congregation has history more than a century old. In 1885, Hope Church joined with Sharon and Queensville Methodist to form a three-point charge. The churches joined the church union in 1925 to become part of The United Church of Canada. This three-point charge continued until 1954. At that time, Hope Church amalgamated with the Sharon Church. The congregation continued to grow, and the church building became overcrowded. In 1982, it was decided to work toward the establishment of a new building on 2.16 acres south of the church on Leslie Street. On December 6, 1987 the Sharon-Hope congregation was dedicated and opened its doors.

Today, Sharon-Hope is a wonderful, accessible space, providing us with an open, welcoming worship space, and room for gatherings within our

congregation and extended community. These have included coffee following Sunday worship, concerts, pageants, and dinners of various types.

Music has been an integral part of the life of Sharon-Hope, with a dedicated Music Director and choir. Strong, interpersonal relationship, friendships and support are at the center of our life together. At present, there are multiple small group ministries active within the congregation, linking people together to address common needs or interests. These include two book study groups, Health Watchers Walking Group, Healing and Hope, Lectionary Bible Study, Caring Crafters, Choir, MASH, discernment committee, and one diaconal student.

Worship

Activities and groups that support worship:

- Traditional worship services with hymns, prayers, scripture reading, sermon.
- Contemporary worship service (jazz, puppets, dance, skits, drama, dialogue etc.)
- Living Presence Rituals (Gordon Downie, Leonard Cohen, etc.)
- Reflective services, using periods of meditation or Taize hymn responses
- Celtic service
- Blessing the animals service
- Christmas pageants
- Holy Humour service
- Cantatas for Christmas and Easter ([add sound bite link](#)) – Celebration Choir
- Blue Christmas service for those who wish a more contemplative Christmas service

The aspect of worship that is inspiring for our Community of Faith is music – congregational singing and choir anthems, solos, instrumental performances, sung prayers. We use both the traditional hymns from *Voices United*, and those from *More Voices*. The choir uses published church anthems and published cantatas.

The specific goal for worship within our Community of Faith is to be able to engage all the people gathered for worship that day so that they are included and valued. We also want to be welcoming and able to offer something that the new people coming into the neighbourhood would relate to and value. The Community of Faith is generally comfortable with variety in our services.

Our congregation is predominantly adult with a few children attending Sunday School from time to time. People involved in the congregation come from a large geographic area: East Gwillimbury, Newmarket, Aurora, and Keswick. Sharon-Hope is gradually becoming a more diverse congregation.

Our church pew Bible is *The New International Bible*.

There is always a part for Lay members to lead portions of the service; often it is reading the scripture. Lay members often lead worship when pulpit supply is required. Input from the congregation is often requested during prayers or reflections. When young people or children are present, there will be a part for them to play in the service. Young people and children are always welcome to participate in the *Time for the People* segment of the service.

The subject of stewardship or money in general is not a comfortable topic in our Community of Faith. We have a PAR option for offertory.

Pastoral Care

Informal Pastoral Care is being done by many members of the Community of Faith. The Minister connects with those needing specialized spiritual support, including crisis care. In addition, there are groups that assist in this work:

- A prayer shawl knitting, crafting group
- Healing and Hope group meets monthly
- Pastoral Care Training, presented by Living Presence
- Pastoral Care Luncheon for those who can't make it out to services regularly. It includes a brief worship service & communion.

Leadership

Activities that support leadership:

- Workshops hosted by Sharon-Hope, other local churches or Ministers.
- Thought provoking reflections/sermons by our Minister or other speakers
- Video conferencing with members of cluster groups, other Communities of Faith
- Being a welcoming church
- Pastoral care
- Vision and mission
- Different ways of being church
- Stewardship
- Ministry and personnel
- Credence & Co.

- South Simcoe Waters Social Justice Cluster Group
- Living Presence

Community, Outreach and Social Justice

We acknowledge the land at the start of each service.

We collect food for the Newmarket food bank, and collect food, clothing and toiletries for the Street Van for homeless adults and youth. We also provide donations to the Blue Door Transitional Housing, East Gwillimbury Food & Toy Drive, and The Clothes Closet at St. James Anglican Church.

We have started to develop a Benevolent Fund to support local outreach needs. This fund is administered through the Finance Team by the Minister and the Mission and Service & Outreach Team.

Work in progress: A proposal was received from The Climate Smart Agricultural Youth Network agency to jointly work on the Victory Garden on church property. The produce could be donated or sold to the public.

We are generous supporters of the UCC Mission and Service Fund.

Some members of the Community of Faith are members of South Simcoe Shining Waters Cluster Group, which is working with other members of local United Churches to help with homelessness in our community and other social justice issues. This meets monthly.

We have members of our Community of Faith who are members of the Regional council and work on social justice and right relations issues, along with other concerns of the United Church at the Regional level.

Our building frequently hosts rental community groups, such as choirs, social gatherings, weddings, crafting groups, music concerts and health and wellbeing groups. As they walk our halls and see our announcements, our renters get to see what we can offer them.

We have a yearly summer Cooperative Church Camp for school age children.

We live in an area of rapid population growth and developments. There is need to find a way to welcome and include the new people in our community. This could be as members of our Community of Faith or simply as neighbours.

We plan to investigate the process of becoming an affirming Community of Faith.

Faith Formation and Christian Education

We have many formal and informal groups that support faith formation and Christian Education in our Community of Faith:

- Summer Cooperative Church Camp (CCC) in conjunction with a sister church, Queensville Holland Landing United Church.
- Two separate monthly book studies on religious topics.
- Weekly Lectionary Bible study
- Sharon-Hope Choir meets weekly and Celebration Choir, seasonally
- Prayer Shawl and Crafting group
- Godly Play program (planned to start soon)

Self-Care

Activity and groups that currently support self-care and spirituality within our Community of Faith:

At present, there are multiple small group ministries active within the congregation, linking people together to address common needs or interests.

- Our faith community has been working through a transition process during our interim ministry and the Community of Faith has developed six strategic anchors and three behavioural commitments that will require ongoing review because it is a living document.
- In our Community of Faith, there are many members with gifts: a love and talent for music, crafting, gardening and flower arranging, health and well-being, nature, food preparation and hospitality, conflict management, governance, fundraising, pastoral care, and finance. They use these gifts formally and informally to support the life and work of the church.
- Strong interpersonal relationships and friendships are fostered with the support of our Congregational Life Team. Some examples are: after-service coffee, concerts, pageants, Community of Faith lunches and dinners. These offer opportunities to welcome newcomers to the Community of Faith.
- MASH (Men at Sharon-Hope) group provides an opportunity to support, form or cement bonds with others. They meet regularly at the church and spend time on activities like: church landscaping, Shrove Tuesday

Pancake Supper, assisting with church decoration, and going on community outings.

- Health Watchers members do community walks, visits and discuss health issues.
- UCW (United Church Women) members are not active within the Community of Faith but participate with other churches in inter church religious services and projects. Their organization provides funding for special projects of the Community of Faith.
- We support the ministry personnel to grow in their worship leadership by including study leaves in their job description.

Administration: Council

The Community of Faith is governed by an elected council, composed of the Minister, Regional Representative, the Chair of Trustees, Council Chair, Vice Chair, the council secretary and the chairs of the teams: Finance, Worship, Property, Pastoral Care and Health Ministry, Ministry & Personnel (M&P), Mission and Service & Outreach, Congregational Life, Communication & Membership, Stewardship and.

The Council reviews our financial situation at every Council meeting. A Council summary is provided to the Community of Faith after every meeting.

Administration: Office Administrator

The Office Administrator is a part-time staff member, who works regularly scheduled hours, supports the Minister to maintain the ongoing life of the Community of Faith. The administrator also collects information for the Sunday service and prints the bulletin.

Denominations and Communities

We encourage our minister to become well-connected with the leaders of our wider community, other religious leaders, local politicians, and leaders of social services. Our Council teams bring in people to speak at services or gatherings to inform our members about local or global issues.

We encourage our minister to join mentoring groups of other ministers for peer support. The minister's attendance at Regional meetings or cluster meetings is also important to the Community of Faith.

Clergy and lay people in our Community of Faith participate with an active and equal voice in clusters and in Regional Council.

We share services with other Communities of Faith (UCC or Anglican) at Christmas time, Holy Week, Remembrance Day, World Day of Prayer.

Living Presence Ministry is a United Church community ministry based in the "myQueensville" community near Sharon-Hope United Church and its sister church, Queensville Holland Landing United Church. It is tasked with supporting the strengthening of the congregations in this area.

The role of the Sharon-Hope community of faith and the minister with the Living Presence Ministry is to provide advice, support and collaboration on workshops and sharing our facilities.

Minister's Position Summary

Sharon-Hope United Church, Full-time, solo, 40 hours

Ministry Role: Sharon-Hope United Church is located in Sharon, just north of Newmarket, in an area of exceptional growth. Worship and music are an integral part of our Sunday and special holiday services.

Key Role Expectations:

- Plan and lead both traditional and contemporary worship services, incorporating music and other arts, while working with the worship team.
- Demonstrate dynamic, humorous, speaking skills, to engage the minds and hearts of congregants and visitors. Deliver Jesus' messages during services, encourage spiritual reflection and facilitate an understanding of Biblical principles and their application to daily life.
- Encourage and invite the participation of young and young at heart in worship services.
- Deliver pastoral care services and assist in developing an effective pastoral care team.
- Assist the outreach and social justice teams to develop a strategy, business plan and support the implementation.
- Provide strong constructive leadership to our Community of Faith, ministry teams and small groups to encourage and energize core membership and support those in volunteer roles. Experience in conflict resolution is essential.
- Assist in developing strategies to embrace new members of our growing community with the goal of encouraging the multigenerational growth of our Community of Faith.
- Provide the sacraments and caring support at funerals and weddings to the community.
- Lead the congregation towards becoming an affirming church.

Position Summary: The Minister has the responsibility for the overall worship and spiritual life of the Community of Faith including, pastoral care, and education. The Minister will maintain communication and offer guidance with those in leadership roles within the church.

Principal Areas of Responsibility and Associated Duties

Worship (Approximate hours 10 hrs/week)

- Lead worship services which include and engage the Community of Faith.

- Actively support the role of music as an integral part of each worship service and work collaboratively with the Music Director.
- Work with the Worship Team to organize worship services (i.e. baptism, communion, marriages, annual and seasonal planning).

Pastoral Care (Approximate hours 6 hrs/week)

- Assist the Community of Faith in the development of a strategy and structure for delivering pastoral care services.
- Connect with those in need of specialized spiritual care including those who are house-bound, hospitalized, in crisis or requiring counselling.
- Officiate at weddings and funerals.

Leadership (Approximate hours 6hrs/week)

- Identify and support the Community of Faith and individual congregants to address conflict.
- Provide guidance, support and direction to those in leadership roles.
- Encourage the development of a functioning Stewardship team and program
- Support stewardship through messages in worship services

Community Outreach & Social Justice (Approximate hours 6 hrs/week)

- Assist the outreach and social justice teams to develop a strategy, business plan and support the implementation.
- Participate with the on-site Co-operative Church Camp.

Spiritual Leadership (Approximate hours 4 hrs/week)

- Lead/support existing groups such as: Caring Crafters, Healing and Hope (grief), Book Club.
- Support the Community of Faith in the development of other groups as we evolve.
- Work with Council teams to organize activities throughout the church calendar year.
- Promote and lead lectionary and confirmation classes as required, explore holding confirmation classes with other local United Churches.
- Facilitate Transfer of memberships.

Administration (Approximate hours 4 hrs/week)

- Establish regular office hours at the church in consultation with Ministry and Personnel and Council.
- Respond to all correspondence and phone calls.
- Communicate material to the Office Administrator for bulletins in electronic template form.
- Attend Council meetings, providing regular reports to the Council on Ministry activities.
- Be an ex-officio member of all other teams.

Self-care (Approximate hours 2hrs/week)

- Set goals for ongoing self-care by maintaining a healthy balance of one's own physical, emotional, and spiritual well-being to include rest, recreation, and professional development.
- Work with M&P and Council to address any changes required to accountabilities to maintain work life balance.

Denomination & Communities (Approximate hours 2hrs/week)

- Attend Shining Waters Regional Council meetings.
- Seek church Council approval prior to assuming any Regional Council position.
- Be involved with the local Living Presence ministry and the Cluster group to support the mission of the church.

Required Personal Attributes, Skills and Knowledge,

Personal Attributes

- Compassionate, enthusiastic, adaptable when interacting with the Community of Faith.
- A team player with paid staff, contracted services, lay leaders and volunteers.
- A sense of humour
- A visionary

Skills

- Excellent interpersonal skills able to relate to people of all ages
- Good communication skills both verbal and written
- Creative, skilled public speaker

- A liberal philosophy and be open minded
- Conflict management skills and experience
- Motivational skills
- Good pastoral care skills
- Relate the bible to real life issues.
- Social media skills are an asset.

Knowledge

- Remain current in theology, ministerial practice and United Church governance.
- Attend retreats and continuing education events and share with the congregation what has been learned.
- Pursue professional, vocational and personal goals in consultation with M&P team.
- Seek knowledge to support the needs of a diverse Community of Faith.

Reporting Structure

The minister reports to:

- Church Council supported by the M&P team.
- Shining Waters Regional Council.

Terms of Employment

- The United Church Manual, The United Church Employment Guidelines, the original Call Form and any relevant Provincial Legislation will be used as terms of employment for this position
- Increments of salary and benefits, consistent with national United Church Schedules, are to be determined, in consultation with the minister and the M&P team and approved by the governing body.

Financial Viability Review

1. Do your expenses exceed your revenues?

Year	Revenues	Amount given through envelopes	Amount given through PAR	Expenses	Do expenses exceed revenues? (yes/no)	Bank balance at end of year
Current year 2018	\$203,182	\$125,290	\$37,154	\$195,721	No	\$6,263
One year ago 2017	\$185,051	\$115,611	\$37,480	\$193,925	Yes	\$2,585
Two years ago 2016	\$189,232	\$118,532	\$36,939	\$185,400	No	\$7,769
Three years ago 2015	\$190,174	\$125,053	\$39,464	\$189,061	No	\$6,316
Four years ago 2014	\$173,057	\$113,171	\$38,409	\$186,280	Yes	\$(12,593)
Five years ago 2013	\$187,008	\$126,943	\$36,161	\$182,930	No	\$12,010
Six years ago 2012	\$176,063	\$119,320	\$33,538	\$186,436	Yes	\$14,167

Comments:

- Accumulated Deficit year over year has not been reflected in these numbers.
- M&S givings are reflected in both revenue and expenses.
- A recent financial statement is appended to this document.

2. Payroll Costs:

At present we have called or appointed the following paid staff:

Minister: 40 hours per week

Secretary: 18 hours per week

Custodian: 9 hours per week

Other (youth, Sunday School, etc.): Music Director 10 hours per week

Cost of payroll (\$ paid plus employer contributions (EI, etc.).

Current year 2018	One year ago 2017	Two years ago 2016	Three years ago 2015	Four years ago 2014	Five years ago 2013	Six years ago 2012
\$126,587	\$ 126,063	\$131,594	\$125,707	\$121,250	\$116,856	\$115,713

3. Have you experienced a deficit for more than two consecutive years in the last five years?

- Not for two consecutive yrs but 3 of the last 7 yrs.

4. Are there any outstanding loans?

- Accumulated Operating deficit- \$11,322
- Owed to the Sharon-Hope Memorial Fund-\$14,351
- TUCC Mortgage Fund- \$92,951. Forgiven except if the Hope House is sold then the amount is to be paid

5. Do utilities, maintenance, and repairs exceed 25% of revenues?

Year-Includes Church and Hope House	Utilities (Power & Water & Fuel	Fuel	Maintenance Includes Caretaker	Total	Exceeds 25% of Revenues (Yes or No)
Current year	\$8,142	\$	\$24,117	\$32,259	No
One year ago 2017	\$7,469	\$	\$32,796	\$40,265	No
Two years ago 2016	\$9,032	\$	\$18,885	\$27,917	No
Three years ago 2015	\$10,499	\$	\$23,045	\$33,544	No
Four years ago 2014	\$9,905	\$	\$25,712	\$34,807	No
Five years ago 2013	\$8,040	\$	\$48,750* Hope House Renovations	\$56,790	Yes
Six years ago 2012	\$8,144	\$	\$25,468	\$33,612	No

6. How many contributors support your congregation?

Current year 2018	One year ago 2017	Two years ago 2016	Three years ago 2015	Four years ago 2014	Five years ago 2013	Six years ago 2012
93	77* Changeover of Minister	94	92	100	99	105

7. How many contributors would you have in each age group this year?

0-20 years	No records are kept for this data. Currently it is estimated 85% of contributors are over 60 yrs of age.
21-30 years	
31-40 years	
41-50 years	
51-60 years	
61-70 years	
71-80 years	
81+ years	

8. Is there a reliance on a few generous contributors where 50% of the revenues come from **one or two contributors?**

No

Contributors and Givings

Annual giving	Number of givers: Current year	One year ago	Two years ago	Three years ago	Four years ago	Five years ago	Six years ago
\$0-\$500	35	19	30	24	34	29	38

\$501-\$1,000	18	19	24	24	24	22	21
\$1,001-\$5,000	36	35	36	41	40	47	42
\$5,001+	4	4	4	3	2	4	4

9. Have you taken part in a stewardship project (campaign) in the past two years?

No No project

Yes Letters to congregation when we have the need

Yes Regular information and letters sent to all members and adherents

No Program such as Called to Be the Church with information during worship, letters, and a request for commitment

No Program and information presented at a congregational get-together

No All-member visitation

Other

If you did, what were the results?

Have you encouraged members, yearly or more regularly, to increase PAR givings? **Yes**

10. Please list any investments, special funds, and other monies your community of faith holds. What are the rules/restrictions around the use of those funds?

Sharon-Hope Memorial Fund: Currently the Fund is valued at \$68,645 which includes the GIC amounts –(Interest 1.7%) and \$14,351 owing from the General Fund. There is a policy regarding the spending of the memorial fund monies.

Borrowings require repayment by Dec 31st of the current year.

Repairs and Maintenance: used to cover non routine capital expenses \$21,373

Benevolent Fund: New in 2018 \$400.

THINKING ABOUT THE DATA YOU HAVE COLLECTED

The covenant with a minister that you call is seen to be at least a three-year commitment. Show how you will be able to meet that commitment.

OBSERVATIONS

Finance Chair's Observations:

As Finance Team Chair, I have been involved with the church's financial record keeping for over 20 years. We have a strong Finance Team, and Council has been responsive to the need for strict expense management. There are still some expenses that need to be reviewed and reduced in order to decrease our deficit.

Over the years there have been cash flow issues which have resulted in borrowing from the Memorial Fund. Fundraising activities continue to be a major contributor to revenue however; they have declined over the last few years. I have observed that the congregation responds positively to capital campaign requests.

Although our financial position can be challenging, I am optimistic that our congregation will continue to support our church.

Search team's observations:

There has been significant involvement and interest by the Sharon-Hope Community of Faith in determining the church's direction with the development of the Draft Vision and Mission. With a new minister it is felt this interest and support will continue to address whatever challenge arises.

RECOMMENDATIONS

Now that you have all of this information, what is your plan for ministry (ministry stream, highest category you feel you can afford, full- or part-time), and how are you planning to pay for this ministry for at least a three-year commitment?

With a focus on managing expenses and the development of an ongoing Stewardship Strategy and Campaign it is felt we will be able to make a financial commitment for the required minimum of three years. Currently in the budget for salaries there is an amount of \$81,700 allocated for a minister.

With an envisioned hire date of October 1, 2019 and incorporating a pulpit supply strategy, the debt owed to the Memorial fund could be paid off.

Recommendation of search team, finance, and governing body:

The Sharon-Hope Community of Faith is viable to call/appoint a full-time ordained minister up to category D for 40 hours per week.

Real Property worksheet

Please list all church property including manses, building lots, or other property held separate from the church land and building. Include the street address

Hope House, 1864 Leslie Street Sharon ON, Rental housing property.

Congregational property is sometimes listed in the name of one of the denominations that formed The United Church of Canada. Has the title for these properties been confirmed as being properly held as the property of a congregation of The United Church of Canada?

Yes

Cemeteries

Please list all cemeteries including any previously connected with the congregation and no longer operated by it. Please include cemeteries of congregations who may have amalgamated or from existing congregation

Not Applicable

Name of Called/Appointed Minister or Pastoral Charge

Supervisor: _____

Date: _____

Manse information Summary Sheet

Not applicable.

Demographics Sharon-Hope United Church

Internal Realities

Sharon-Hope United Church is a predominately adult congregation with a few children attending from time to time. People involved in the congregation come from a large geographic area; East Gwillimbury, Newmarket, Aurora and Keswick. Below are the statistics from 2015 to 2018.

	2015	2016	2017	2018
Membership Resident	167	160	147	141
Non-Resident Members	14	20	29	28
Adherents	121	94	100	98
Average weekly attendance at Sunday Services		80	74	70

External Realities

East Gwillimbury and, our neighbour to the north, Georgina are experiencing rapid growth with an expected population as shown in the chart below.

MUNICIPALITY

	2006(base)	2016	2021	2025	2031
East Gwillimbury	22,000	34,700	48,100	66,300	86,500
Georgina	44,600	52,800	57,900	63,900	70,300

Attachments:

Our Common Story
[2018 Annual Report](#)

Our Common Story 3 pages

1st Revision – April 16, 2019

This document has been created by the Transition Team to serve as the foundation for discussion. Hold it lightly as it is meant to be a conversation starter as we move towards defining our Mission and Vision Statement and strategic goals.

Our Common Story

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Strategic Anchors	
We are rooted in, and connected to, the larger community of Sharon.	<ul style="list-style-type: none">• This place is bigger than us, and we regard ourselves as an extension of the church's mission.• We honor our history and the people who have gone before us.• Our rootedness gives us stability.

	<ul style="list-style-type: none"> • We build connections with our local community, and the larger United Church body. • We are committed to supporting outreach projects locally and world-wide through donations of money, food, clothing and other necessities.
Sharon-Hope is a safe and welcoming space.	<ul style="list-style-type: none"> • People come for a variety of reasons to Sharon-Hope, and we honor the uniqueness of each person's experience.
Decision Making	<ul style="list-style-type: none"> • We commit to making consensus-based decisions. • We trust Council chairs to work with their committees in collaborative and respectful ways. • We as a Council will work together as Council chairs to keep the needs/desires of the church at the forefront of our work. • Council chairs will bring motions to the table for approval. • We agree as a church body that decisions that significantly impact the church will be decided on at the Council table and will be followed through. • The constitution will outline who and how decisions are made in the church. Lines of accountability and authority will come from this document.
Healthy Relationship and Conflict	<ul style="list-style-type: none"> • There is a strong bond among many of the congregants and a strong sense of caring for one another. • We accept that conflict is a natural part of being in relationship with one another and will work to be patient, respectful and listen to one another.
Financial Needs and Expectations	<p>This came from the assessment report:</p> <p>The congregation has not been united in its decisions regarding finances. For some, the goal is to save money and put it in reserves, while for others dipping into reserves when needed is acceptable because that is what it is there for.</p> <p>We acknowledge that there are different values related to finances and we agree to continue to have respectful conversations around this.</p>

Communication	Also another area for conversation. What do you want communicated? How and by whom?
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Behavioural Commitments

Behavioral Commitments	
We use curiosity instead of judgement.	<ul style="list-style-type: none"> • With intentionality, we work to engage with each other through the stance of curiosity, understanding, and deep listening. • We are compassionate, non-judgmental, assuming the best in others as we honor each person we encounter. • We are deeply committed to one another and in for the long haul. We acknowledge that sometimes we will hurt each other, and work towards reconciliation and forgiveness.
We are mutually supportive, and accountable to one another.	<ul style="list-style-type: none"> • We are present to one another as we work together on committees. • Policies and practice support and encourage health and well-being for leaders, staff and congregant's. • We trust and appreciate each other's contributions. • We actively collaborate and are accountable to the Council. • In turn, the Council is accountable to the congregation. • We actively seek to keep the lines of communication open through regular feedback/check-in sessions. • The Council shares a commitment to financial stability and staffing stability.
Leaders are honest and kind.	<ul style="list-style-type: none"> • As leaders we chose to engage with one another in ways that are respectful and bring out the best in

	one another. When we seek clarification, we do this from a stance of curiosity.
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This is a living document that should be reviewed on an annual basis to remind people of what they have committed to.
