

2025-1

The United Church of Canada  
L'Église Unie du Canada

Conseil régional Nakonha:ka Regional Council  
Meeting of the Executive

February 20, 2025  
Zoom Teleconferencing

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**Conseil régional Nakonha:ka Regional Council**  
**Meeting of the Executive**  
**Thursday, February 20, 2025 – 9 AM**

**Vision of the Commission by which we evaluate progress based on:**

- Supporting and enhancing the life of Communities of Faith where ministry takes place
- Nurturing Social Justice and Outreach programs
- Building Communications

**IN ATTENDANCE**

Norman Robert Boie	Chair, President
Adedeji Sunday Akintayo	Member
Denis Ashby	Member at large, Rep. First Third Ministries
Peter Bisset	Member, Finance and Extension Board
Rev. Barbara Bryce	Member, Granting and Enabling Leadership Team
Bailey Eastwood	Member, Community and Justice
Valerie Epps-Nickson	Member, General Meeting Planning
Rev. Christine Marie Gladu	Member, Pastoral Relations
Rev. Éric Hébert-Daly	Member, Executive Minister
Rev. Rosemary Lambie	Member at large
Rev. Marie-Claude Manga	Member at Large
Lisa Byer-de Wever	Member, Living into Right Relations Leadership Circle
Paul Stanfield	Member, Treasurer
Shanna Bernier	Corresponding Member, Youth, Young Adult and Families Ministries
Aviyah Abrams	Corresponding Member, Administration and Communication
Dr. Esther Guillen	Corresponding Member, Communities of Faith Support Minister
Rev. Dan Hayward	Corresponding Member, Pastoral Relations Minister
Brian Ruse	Corresponding Member, Finance and Office Administrator

**REGRETS/ABSENT**

Rev. Florence Bukam	Member at Large
Rev. Pierre Goldberger	Member, La Table
Erika (Qian) Liang	Member
Joel Miller	Corresponding Member, Program Assistant to Executive Minister, Recording Secretary

This meeting of the Nakonha:ka Regional Council Executive will deal with regular business, but will focus on the following key areas:

- Discern next steps regarding incorporated ministries
- Discern the regional council's use of social media

**Land Acknowledgement** – Rev. Barbara Bryce led the land acknowledgement, recognizing First Peoples traditional territory from which participants joined the meeting. Barbara called upon all to continue to work towards cooperation and mutual respect with First People.

**Opening Devotions** – As part of the opening devotions, Rev. Barbara Bryce shared the following poem by John Keene entitled “Beatitude”: <https://poets.org/poem/beatitude>. Following the reading of this poem, Barbara highlighted three Christian messages that encapsulated for her the sentiments of the poem: To Forgive, Resurrection, To Love Your Enemies.

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**Calling Meeting to Order** – Norman Robert Boie, President, called the meeting to order at 9:10 AM:

In the name of the Lord Jesus Christ, the only Sovereign head of the Church, and by the authority of the Conseil Régional Nakonha:ka 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.

*Au nom de Notre Seigneur, Jésus-Christ, chef souverain de l'Église, et par l'autorité qui m'a été conférée par le Conseil régional Nakonha:ka Regional Council de l'Église unie du Canada, je déclare que cette réunion exécutive est dûment constituée et qu'elle siègera pour le déroulement de toute affaire dont elle sera adéquatement saisie.*

**Circle Time of Sharing**– All were invited to share.

**Equity Support Person**

**2025-02-20\_001 MOTION** (V. Nickson/D. Ashby) that the Conseil régional Nakonha:ka Regional Council Executive names Rev. Rosemary Lambie as Equity Support person for this meeting. **CARRIED**

**Minutes of January 16, 2025**

**2025-02-20\_002 MOTION** (P. Bisset/B. Bryce) that the Conseil régional Nakonha:ka Regional Council Executive approve the Minutes of January 16, 2025 as circulated. **CARRIED**

**Agenda**

**2025-02-20\_003 MOTION** (L. Byer-de Wever/P. Bisset) that the Conseil régional Nakonha:ka Regional Council Executive accept the agenda as amended:

- Addition to address April meeting date

**CARRIED**

**Business Arising**

- Affirming Process for the Regional Council** – Dr. Esther Guillen shared that she had met with Denis Ashby and they reviewed together the regional council's affirming process, in particular, four activities that must take place: A. hearing people's personal stories, B. hearing and discussing modern theological understandings, C. hearing from affirming ministries, and D. hearing about and discussing social justice aspects. It was decided that because the AGM at the end of March 2025 is taking place online, the focus will be on activity C. Esther and Denis have reached out to EOORC to learn more about the affirming process, as EOORC is already an affirming regional council. The plan for the in-person general meeting in June 2025, is to hold the following activities A and B – they have requested additional time on the agenda.

Lisa Byer-de Wever volunteered to provide Esther and Denis with names of folks who had already done some work with the affirming process for the regional council, so they can continue to participate.

**Correspondence In**

- January 14, 2025, Rev. Darla Sloan, Saint-Pierre Pinguet United Church, re forward of articles that may be of interest regarding social media on Meta (Facebook) (*See under Section 4 Communications*);
- January 16, 2025, Paul Stanfield, Regional Council Treasurer, re Inventory of Cemeteries (*for information*);

- c) January 22, 2025, Sarah Bruer, Program Coordinator for Admission and Recruitment, Office of Vocation, The United Church of Canada, re Invitation to send letters re: advocacy effort around immigration (*for information*); - see *2025 Admission Minister letter writing guide*; *letter to John Nater* and *2024-12-11 Letter to Minister of Immigration and Citizenship Canada, Marc Miller*
- d) January 24, 2025, The *Then Let Us SING!* Development Committee, re launch of *Then Let Us SING!* (*for information*);
- e) February 5, 2025, Caroline, Finance & Extension Secretary, re Email Poll regarding sale of Trinity United Church (Cookshire) (*for information*);
- f) February 6, 2025, Rev. Paul A. Douglas Walfall, re Request for contribution towards exhibition of history of UCC through the lens of Black people (*Referred to F&E*);
- g) February 10, 2025, Rev. Caroline Penhale, Vocational Minister for Quebec and East Ontario, The Office of Vocation, The United Church of Canada re Invitation to send letters re: advocacy effort around immigration (*for information*);
- h) February 14, 2025, The Rev. Canon Jesse Zink, PhD, Principal, Montreal Diocesan Theological College, re Letter of support for application to Lilly Endowment's grant program (*for action under new business*).

#### Correspondence Out

- a) January 20, 2025, Rev. Eric Hebert-Daly, Executive Minister, to Jason Noble, Responsable des événements, RATTMAQ, re Temporary Foreign Worker Events (*for information*);
- b) February 6, 2025, Rev. Eric Hebert-Daly, Executive Minister, re Certificate of Resolution Giving Consent to sell Trinity United Church (Cookshire)(*for information*).

Supporting and enhancing the life of Communities of Faith where ministry takes place
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#### 1. Pastoral Relations Leadership Team – Rev. Christine Marie Gladu

**2025-02-20\_004 MOTION** (C M Gladu/R. Lambie) that the Conseil régional Nakonha:ka Regional Council Executive concur with the recommendation of the Pastoral Relations Leadership Team that the request of the Cedar Park pastoral charge to change the terms of call of Rev. Dr. Elisabeth Jones from 40 to 30 hours/week, from February 1 to June 30, 2025, be approved. **CARRIED**

Jessica Gauthier is currently the candidate working as Cedar Park.

#### 2. Finance and Extension Board (F&E) – Peter Bisset highlighted decisions taken by F&E.

- See *2025-01-29\_Email Poll in Lieu of Meeting\_Trinity UC Cookshire* as **Appendix A<sup>1</sup>** – It was highlighted that the congregation will still be able to gather in space at Trinity United Church following the sale.
- See *2025-02-13\_Extract of Minutes of F&E Board Resolutions* as **Appendix A<sup>2</sup>**
- See *Correspondence f: Funding Request – Black History Exhibition*

**2025-02-20\_005 MOTION** (P. Bisset/A. Akintayo) that the Conseil régional Nakonha:ka Regional Council Executive concur with the recommendation of the Finance and Extension Board to approve the funding request for \$500 in support of the Black History Exhibition, to be funded from Contingency. **CARRIED**

The Exhibition will be fully bilingual. The next step will be to confirm possible venues within the regional council for holding the exhibition.

Nurturing Social Justice and Outreach programs
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3. **Living Into Right Relations Leadership Circle (LIRRLC)** – Lisa Byer-de Wever, Co-Chair, LIRRLC, provided an update, 1. sharing that a monthly newsletter is being circulated; 2. several blanket exercises happening throughout Quebec, 3. there was a missing and murdered indigenous women and girls and two spirited people vigil, and 4. Lisa led a panel for right relations grant recipients, awarded from the UCC Foundation, and there was much enthusiasm and request to access the database of information that was created by LIRRLC through its *Respect & Kanoronhkwátshera* project. Aviyah Abrams shared that she will be working on a website that will continue to support this project.

Building Communications
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**Communications**

- See *Communications Report* as **Appendix B**

Aviyah Abrams highlighted items in her report, in particular that the opening rate of the newsletter is currently 60%. Aviyah mentioned that she will be shutting down Twitter/X (for lack of users and followers) and will use Bluesky as an alternative. Also, Aviyah would like to use TikTok to promote the regional council (and be the moderator for the site) – the goal would be to invite congregations to provide highlights of their ministries through short videos (responding to questions like ‘what do you love the most about your church?’; ‘what events do you have planned for the centennial?’), and other topics), promote sharing and collaboration.

Currently, the regional council has a Facebook page, Instagram and Twitter/X.

a) **Social Media and Church (Time of Discernment)**

– see *correspondence and article reference*

It was suggested to investigate companies (Meta (Facebook), X, Bluesky, etc.) behind platforms (consider ethics, etc.). Suggested to get feedback from others who are already using TikTok. It wasn't encouraged to move away from platforms all at once; consider the benefits and the risks of removing (some platforms already have a lot of invested time and materials, and many are already used to using the platform). It was also suggested to consider other platforms, and the regional council could lead with encouraging positive platforms that could be used. The General Council should provide a communications strategy that is consistent across the country. Use the regional council strategy as a starting point.

Also, it was emphasized to be attentive to audience: 1. that the content shared is relevant to the audience that is following, and 2. know the audience that you have. The regional council is not the one talking to the public but has a more internal focus. However, the National Church is talking to the public and can strategize things like strengthening invitation across the country. Congregational messaging could be focused on communicating with/to the population in respective geographical areas.

Effective communication: It was suggested to contact every congregation to ask that at least three members of the congregation join the regional council Facebook page; to stay current. It was also highlighted there is a difference between ‘page’ and ‘group’.

Conclusion: Don't update multiple platforms; shut down the Twitter account, hold on creating a TikTok account, stay on Facebook (find moderator in addition to Aviyah); differentiate between regional council and National Church communication strategies – however, some of the national

communications could be shared with the francophone constituency within the regional council through the regional council, otherwise could be missed because of translation issues; take this discussion to the Communications Leadership Team for recommendation to come back to the Executive (10 mins presentation on March agenda).

4. **General Meeting Planning** – Valerie Nickson shared that the

a) **General Meetings/Centennial Celebration**

- i. Winter Annual General Meeting, March 28<sup>th</sup> – 29<sup>th</sup> 2025 – theme “Daring Justice”; reporting for report book deadline is March 1<sup>st</sup>; agenda is pretty much set, registration will open soon, need for group facilitators (Denis Ashby volunteered) and parliamentarian(s).
- ii. Celebration of Ministry, May 31<sup>st</sup> 2025 (Wesley United Church, Montreal) – many candidates and recognitions; reception service afterwards will have cake
- iii. Spring General Meeting, June 7<sup>th</sup> 2025, (Palais des congrès, Montreal)
- iv. Centennial Celebration (Fall 2025)
  - The Planning leadership team will return with a formal proposal at a future meeting

5. **Save the Dates! Nakonha:ka Upcoming Regional Council Events**

- Then, Let Us Sing!/ Ensemble, chantons! Release date has been delayed
- March 28<sup>th</sup>, 29<sup>th</sup> 2025, Annual Meeting, Winter, Online
- May 31<sup>st</sup> 2025, Celebration of Ministry Service (Wesley United Church, Montreal)
- June 7<sup>th</sup> 2025, Spring Meeting, Location: Palais des congrès, Montreal
- November 14<sup>th</sup>, 15<sup>th</sup> 2025, Fall Meeting, (in person and incorporating the centennial celebration).

6. **Strategic Plan** – A full report will go to the annual general meeting.

- a) **Towards 2035 – Follow Up from Staff and Speakers Meeting** – Rev. Eric Hebert-Daly shared that the staff and presidents of regional councils have received 2035 projections for The United Church of Canada. The National Church will rollout these projections, and it has been suggested that members of the Executive take time to absorb the information (ahead of the National rollout) and perhaps reflect on how to prepare/encourage members within the regional council as they receive these statistical projections.
- b) **March 20<sup>th</sup> Executive Meeting in Person at Summerlea United Church** – Norman Robert Boie proposed (and encouraged full attendance) that the Executive meet in person at Summerlea United Church for its Executive meeting on March 20<sup>th</sup>, wherein a large part of the day will be focused on *Towards 2035*. A catered lunch will be provided.

7. **First Thirds Ministry** – Shanna Bernier

**2025-02-20\_006 MOTION** (D. Ashby/L. Byer de Wever) that the Conseil régional Nakonha:ka Regional Council Executive recognize the following people as General Council 45 youth forum participants from Nakonha:ka Regional Council:

- Celestine Alimasi - Plymouth-Trinity United Church (Commissioner)
- Daryl Foka Foka – Mission Protestant Francophone de Longueuil
- Henock Jean Kapmouo Tsafack - Mission Protestant Francophone de Longueuil
- Danaka Bassenden – Riverside United Church (name possibly being removed due to schedule conflicts – will remain as part of this list as an alternate)
- Trevor Adam – Riverside United Church
- Benjamin Ryan (Leadership Animator)

**CARRIED**

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It was highlighted that Commissioners need to be members of The United Church of Canada, but Youth Forum participants do not. Shanna is going to be part of the Community Life Team at General Council and will work towards ensuring that there is not a language barrier for Francophone participants.

#### **New Business –**

- a) **Incorporated Ministries Supervision** – Peter Bisset highlighted that it is the regional council's legal obligation to oversee its incorporated ministries ([https://united-church.ca/sites/default/files/2023-01/incorporated-ministries-policy\\_nov2022.pdf](https://united-church.ca/sites/default/files/2023-01/incorporated-ministries-policy_nov2022.pdf)). There is a service that is being offered through the General Council office that the regional council could engage in – currently only two regional councils across the country do not make use of this service, Nakonha:ka being one of them. Engaging in these services would still require a supervisor/liaison to be appointed to the incorporated ministries to be present at board and general meetings.

- See *List of Nakonha:ka Incorporated Ministries* as **Appendix C<sup>1</sup>**
- See *Services Offered through National Program (Incorporated Ministries Supervision)* as **Appendix C<sup>1</sup>**

**2025-02-20\_007 MOTION** (P. Bisset/A. Akintayo) that the Conseil régional Nakonha:ka Regional Council Executive engage services offered through the National Program at the General Council office to supervise Nakonha:ka Regional Council's incorporated ministries (listed below) at an annual cost of \$600 per incorporated ministry; funding will be taken from the general contingency fund:

- Finance & Ext Bd of conseil regional Nakonha:ka Regional Council
- Montreal City Mission
- St. Columba House
- United Spirit Camp (unincorporated; but regional council is still responsible)

#### **CARRIED**

It was mentioned that the Christian Student Movement (CSM) is a National incorporated ministry and does not fall under scope of supervision by the regional Council – however CSM is a recognized ministry of the regional council.

- b) **Letter of Support for The Montreal School of Theology (MST) – Lilly Foundation Grant Application**

- See *correspondence h*
- See *Draft Concept Paper* as **Appendix D**

**2025-02-20\_008 MOTION** (B. Bryce/C-M Gladu) that the Conseil régional Nakonha:ka Regional Council Executive authorize the Executive Minister to write a letter of support on behalf of the regional council supporting The Montreal School of Theology (MST) proposed project and application to the Lilly Foundation for a grant of ten million dollars. **CARRIED**

It was highlighted that currently they are looking for six letters of support for MST in this application,.

- c) **Restructuring the Executive: Next Steps** – Rev. Eric Hebert-Daly shared that the plan was to adopt the restructuring of the Executive at the upcoming annual general meeting in March 2025. The Nomination Leadership Team is currently without a Chair (recent event) and therefore, is recommended to postpone any proposal regarding restructuring the Executive until the Fall 2025 general meeting.

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**2025-02-20\_009 MOTION** (V. Nickson/C M Gladu) that the Conseil régional Nakonha:ka Regional Executive agree to postpone the Strategic Plan Activity Stream regarding the restructuring of the Executive until late 2025.  
**CARRIED**

d) **Regional Council Official Representative – Saint Columba House’s Board of Directors**

**2025-02-20\_010 MOTION** (B. Bryce/P. Bisset) that the Conseil régional Nakonha:ka Regional Council Executive names Valerie Nickson as the official representative of Nakonha:ka Regional Council to sit on the Board of Directors of Saint-Columba House (incorporated ministry of the regional council).  
**CARRIED**

**Equity Monitor Reporting** – Rev. Rosemary Lambie highlighted that discussion around the use of social media was lively and it was good to hear so many diverging perspectives. The meeting progressed well; however, very little French was spoken.

\*Dr. Esther Guillen invited ideas for learning events and/or experts to lead events. A similar request has also gone out in the newsletter. This is related to Activity Stream 7 in the Strategic Plan.

**Conclusion**

The Chair declares that all business having come before this meeting of the Executive is duly completed, and that the meeting is concluded at 11:17 AM.

**Closing Prayer** – Denis Ashby closed the meeting with a prayer. Norman Robert Boie also provided a small prayer.

**Next meeting dates**

- Thursday, March 20, 2025 (9:00 to 4:30 PM) Summerlea United Church – a note will be sent out to see about dietary restrictions.
- Thursday, April 17, 2025 (9:00 to noon) on zoom
- Thursday, May 15, 2025 (9:00 to noon) on zoom

Norman Robert Boie  
Chair, President

Rev. Eric Hebert-Daly  
Executive Minister

<b>Nakonha:ka Executive Duty Roster</b>			
<b>Responsabilités des membres de l'exécutif pour Nakonha:ka</b>			
	<b>Opening Devotions / Moment de réflexion</b>	<b>Equity Monitor / Équipe d'équité</b>	<b>Closing Prayer / Prière de clôture</b>
<i>20 march/mars 2025</i>	Erika Liang	Peter Bisset	Valerie Nickson
<i>17 apr/avr 2025</i>	Florence Bukam	Denis Ashby	Christine-Marie Gladu
<i>15 may/mai 2025</i>	Jan/Read/Lisa	Erika Liang	Rev. Rosemary Lambie
<i>19 june/juin 2025</i>	Peter Bisset	Adedeji Sunday-Akintayo	Denis Ashby

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**Appendices**

Appendix A <sup>1</sup>	2025-01-29_Email Poll in Lieu of Meeting_Trinity UC Cookshire	Page 9
Appendix A <sup>2</sup>	2025-02-13_Extract of Minutes of F&E Board Resolutions	Page 10
Appendix B	Communications Report	Page 11-12
Appendix C <sup>1</sup>	List of Nakonha:ka Incorporated Ministries	Page 13
Appendix C <sup>2</sup>	Services Offered through National Program (Incorporated Ministries Supervision)	Pages 14-15
Appendix D	Dio Lilly Foundation Grant Application – Draft of Concept Paper	Pages 16-25

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Appendix A



LE CONSEIL DE FINANCES ET DE L'EXPANSION du  
THE FINANCE AND EXTENSION BOARD of

CONSEIL RÉGIONAL  
NAKONHA:KA  
REGIONAL COUNCIL

L'ÉGLISE UNIE DU CANADA – THE UNITED CHURCH OF CANADA

514-634-7015

225 50<sup>e</sup> avenue, Lachine, QC, H8T 2T7

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**Executive Committee Resolution**

**Report on the results of an email polling of the Executive Committee conducted in lieu of a meeting of the Finance & Extension Board of Conseil régional Nakonha:ka Regional Council of the United Church of Canada on January 29, 2025:**

*RESOLVED that Conseil régional Nakonha:ka Regional Council, acting by its Finance and Extension Board as a Commission, concur in the request of the Trustees of Trinity United Church (Cookshire) for the sale to Espace Culturelle Cookshire-Eaton of its Church Building and land located at 190 rue Principale ouest, Cookshire-Eaton, QC J0B 1M0 (lot 4 487 170 of the Cadastre du Québec sans garantie de qualité) for \$125,000 and subject to the other conditions set forth in the contract of January 26, 2025.*

The above resolution was circulated via email to the members of the Executive Committee of the Finance & Extension Board on January 27, 2025, the deadline for responding was 5:00 p.m. EST on January 29, 2025. A majority of Executive Committee members voted in favour of the resolution via email by the stated deadline and the resolution was duly adopted on January 29, 2025.

*Caroline Leamon*

Caroline Leamon  
Secretary

2025-10

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Appendix A<sup>2</sup>



LE CONSEIL DE FINANCES ET DE L'EXPANSION du  
THE FINANCE AND EXTENSION BOARD of

CONSEIL RÉGIONAL  
NAKONHA:KA  
REGIONAL COUNCIL

L'ÉGLISE UNIE DU CANADA – THE UNITED CHURCH OF CANADA

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225 50<sup>e</sup> avenue, Lachine, QC, H8T 2T7

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#### **Board Resolutions**

#### **Extract of minutes of the meeting of the Finance & Extension Board of Conseil régional Nakonha:ka Regional Council of the United Church of Canada held on February 13, 2025 at 4:00 p.m. via Zoom videoconferencing**

##### **Property Committee:**

*MOTION (F. Braman/P. Stanfield) RESOLVED that Conseil régional Nakonha:ka Regional Council (the "Regional Council"), acting by its Finance and Extension Board as a Commission, approve the extension of the Regional Council's office space lease at Summerlea United Church for a one-year period, during which dedicated work will be undertaken to archive and clean out the paper files in the office space. CARRIED.*

*MOTION (F. Braman/P. Stanfield) RESOLVED that Conseil régional Nakonha:ka Regional Council, acting by its Finance and Extension Board as a Commission, offer zero-interest lines of credit to the Communities of Faith that will be participating in the oil tank conversion project, with 50% of the balance not covered by the Faithful Footprints grants to be considered a grant by the Finance and Extension Board and the other 50% to be repaid by the Communities of Faith. Financial accommodations for Communities of Faith are possible in extenuating circumstances.*

Certified true minutes of Board meeting of February 13, 2025.

*Caroline Leamon*

Caroline Leamon  
Secretary

Appendix B

2025-02-19 **Communications Report to Executive** (submitted by Aviyah Abrams)

**STRATEGIC OBJECTIVES**

Indigenous Pathways: A monthly newsletter was created to more easily spread info from the regional LIRR and the Respect and Kanoronhkwátshera initiative.

Common Good: A message was sent regarding a grant opportunity for affirming ministries.

**COMMUNICATIONS ANALYSIS**

**Email Analytics**

The chart below shows the detailed list of communications that were emailed out between mid-January and mid-February 2025. (Highlights in yellow indicate statistics for newsletter by Église Unie Saint-Jean)

Sent date	Message	Subject	Sends	Opens	Clicks	Bounces	Revoked consent
Feb 17, 2025	Grant Opportunity for Affirming Ministries	Grant Opportunity for Affirming Ministries/ Subven...	474	287	15	1	0
Feb 12, 2025	Newsletter / Bulletin 2025-02-12	Newsletter / Bulletin 2025-02-12	474	309	94	2	0
Feb 3, 2025	LIRR Newsletter 2025-02-03	LIRR Newsletter 2025-02-03	474	320	88	0	0
Jan 31, 2025	Infolettre E.U. Janvier 2025	Infolettre E.U. Janvier 2025	525	22	21	2	0
Jan 29, 2025	2025-01-29 Newsletter	2025-01-29 Newsletter/ Infolettre du 01-29-2025	475	320	119	0	1
Jan 22, 2025	LIRR Newsletter 2025-01-22/Infolettre de VERJ	LIRR Newsletter 2025-01-22/Infolettre de VERJ	474	319	99	0	0

No Open and Click Rates from Constant Contact after December 2024 and nothing substantial on other platforms, but this is what AI Overview gathers:

According to recent email marketing data, the average open rate for faith-based organizations in Canada in 2025 is around 41.76%, with a click-through rate of approximately 1.75%; meaning that for every 100 emails sent, roughly 41.76 people open them, and 1.75 people click on a link within the email.

Key point to remember:

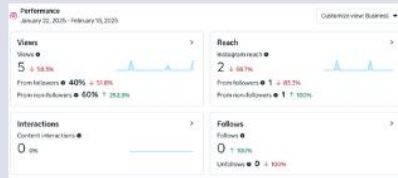
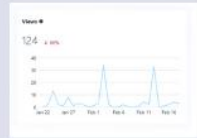
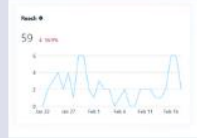
High open rates: Faith-based organizations typically see higher open rates compared to many other industries due to the engaged nature of their audience.

**Social Media and Web Site Overview**

No top post in social media this past month.

### Social Media and Web Site Analytics (mid-January to mid-February 2025)

  
(Both public and private pages)



**Top Post(s)/Page(s)**

1. Home - Nakonha Region 13	283
2. Granting and Enabling - Nakonha Region 13	182
3. Staff - Nakonha Region 13	81
4. Regional Council Gatherings - Nakonha Region 13	76
5. Governance and Leadership - Nakonha Region 13	73
6. Minutes and Reports - Nakonha Region 13	47
7. Accueil - Conseil régional Nakonha:ka	48
8. Newsletter - Nakonha Region 13	38
9. About the Regional Council - Nakonha Region 13	33
10. Policies - Nakonha Region 13	29





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**Appendix C<sup>2</sup>****Services Offered through National Program**

1. GCO will receive and read all material required from the incorporated ministries
  - Minutes of board meetings
  - Minutes of annual meeting
  - Financial statements - audited or independently reviewed
  - Membership of the board OR
  - Proposed board nomination list for approval
  - Evidence of insurance coverage including naming of The United Church of Canada as additional insured
2. GCO will follow up with the IM's as necessary
  - Indications where follow-up is required may include: lack of reporting, incomplete information, etc.
  - Such follow-up would be via email and/or phone call
3. GCO will communicate with the regional councils immediately if there is a significant issue that needs to be addressed
  - Indications where follow-up is required by the region would be anything related to the supervisory role of the region. Examples may include: failure to make quorum, failure to meet, concerns identified in board minutes, financial statements, annual report or similar related reports.
4. GCO will review the financial statements
  - Any concerns that may be identified from the review will be communicated to the regional council
5. GCO will prepare a report, as required, for all motions requiring approval by the regional councils as the supervising court. Such motions would include:
  - Approve majority of directors
  - Approve capital fundraising initiatives and appeals
  - Indebtedness levels as may be required within the corporation's by-laws
  - Consent to sale, transfer, mortgaging, acquisition or leasing of land
  - Consent to the voluntary winding up of the corporation
  - Change or modifications to by-laws (UCC requirements)
  - Changes to articles of incorporation
  - **Any other items requiring approval as may be included in the corporate by-laws**
6. GCO will maintain a database to track receipt of reporting
7. GCO will review the by-laws and advise the regional council when they are ready for approval

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L'Église Unie du Canada

Conseil régional Nakonha:ka Regional Council  
Meeting of the Executive

February 20, 2025  
Zoom Teleconferencing

- 
8. GCO will consolidate and maintain all corporate files
    - Regional councils will have access to files via a digital mechanism
  9. GCO will be the lead for all Release Agreements
  10. GCO will take the lead for all Legacy Agreements that the Regional Council brings forward

## Appendix D

**Dio Lilly Foundation Grant Application – Draft of Concept Paper****Executive Summary**

The Montreal School of Theology (MST) is a consortium of colleges delivering ATS-accredited theological education in one of North America's most vibrant, diverse, and challenging contexts for Christian ministry. The School trains people for pastoral leadership in a province known for its Francophone history and culture and also for its increasing cultural diversity. A strong majority of the population of Quebec (75%) and of Montreal (70%) identify French as their first spoken language, with English coming in a distant second. In addition to the Francophone reality of our context, we note that 40% of the population of Montreal belongs to a visible minority, and that the city is constituted by those of diverse cultural background, immigration statuses, and racialized identities.

The present Concept Paper proposes a two-part endeavour to strengthen our institutional and educational capacities as we equip and support pastoral leaders within the unique context of Montreal, within Quebec. The two elements of the proposed endeavour are as follows:

1. We will respond to the increasing needs of Francophone congregations through a continuum of French-language programs for pastoral formation—from non-degree through advanced degree programs. Together with our partners, the MST will both strengthen its existing programs in French and also launch new programs in order to become a prominent centre of French-language theological education and pastoral formation in Montreal.
2. We will respond to the increasing cultural diversity of our congregations and context by developing intercultural competencies across the whole range of our programs for pastoral formation and pastoral support—in both English and French-language programming. Together with our partners, we are committed to supporting congregations by forming a new generation of pastoral and lay congregational leaders who are able to lead effectively and faithfully with the diverse communities we all now inhabit.

These two elements of our mission and programming will be developed in relation to existing partners and through new collaborative partnerships. New collaborative partners will include:

Université Laval  
McGill University  
Office of Intercultural Liaison – Presbyterian Church in Canada  
Ministries in French Office – United Church of Canada  
Office of Intercultural Liaison, Presbyterian Church in Canada  
Diocese of Montreal, Anglican Church of Canada

Nakonha:ka Regional Council, United Church of Canada

Through these partnerships, each of which represents a “natural fit” and with whom we have collaborated in some way in the past, will allow for the success of our two-fold endeavour.

**1. Mission and Constituencies**

- (a) The Montreal School of Theology (MST)

The MST is a theological consortium of two colleges, the Montreal Diocesan Theological College and The Presbyterian College, in affiliation with McGill University. The MST and its colleges provide theological education and pastoral formation for candidates for pastoral ministry within the Anglican Church of Canada, the

**Commented [JZ1]:** To be rewritten in light of changes to text in main body of concept paper.

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Presbyterian Church in Canada, and, through a United Church Studies program, the United Church of Canada. These are longstanding and historic relationships with the three of the largest Protestant denominations in Canada.

The mission of MST is to equip faithful leaders for ordained and lay ministries in the church and the world. As a consortium, we value:

- Diversity
- Being rooted in one's own theological tradition
- Building and being part of the larger church of Christ
- Creativity and Innovation
- Engagement in the world
- The intersection of scholarship and ministry

Our existing programs include those which *identify* possible candidates for ministry through discernment programming, *equip* pastoral leaders through academic programs and ministerial formation, and *support* congregational leaders through mentoring and continuing education programs. MST also provides lay education and continuing education programming that equips lay leaders in core competencies of congregational leadership, whether in public prayer, preaching, missional engagement, or other dimensions of congregational life and service.

Over the past 10 years, MST has also expanded to include students and candidates for ministry from diverse ecclesial and theological traditions, including from the global south. Our student body now includes those who originate from Taiwan, Nigeria, the USA, South Korea, Nepal, and other countries. This, of course, mirrors the changing and diverse nature of the population of Canada and especially Montreal. Canada's population has been growing rapidly in recent years, fueled by immigration. Further, the denominations reflected among our students have changed to include those of independent congregations, Baptist denominations, Reformed denominations, and others. Statistical data from ATS reveals the changing nature of our student body. In 2014, for instance, the Entering Student Questionnaire revealed that 60% of our student body was white, European-descended, Caucasian. In 2024, that figure was 25%, with the rest being predominantly people of Africa, Asian, or Latin American descent. In 2014, 75% of our entering student body came from one of our three historic denominations. In 2024, only 40% did.

Finally, over the past 10 years MST and its colleges have developed French-language programming to meet the needs of both our traditional and our new constituencies. We have both taken the initiative in developing new programming and been asked by our constituencies to do so. This programming includes preparing people for ministry in francophone and bilingual settings.

#### (b) Collaborating Organizations

Our proposed endeavour has two components. Here we will identify the collaborating organizations, and their constituencies, in relation to these two components:

**Faculté de théologie, Université Laval** – The only remaining French-language Faculty of Theology at a public university in Quebec. Historically, Laval served dioceses of the Roman Catholic church but it now offers a range of programs of both academic theology as well as pastoral training for ministry to students from diverse ecclesial backgrounds. Its programs are not accredited by the Association of Theological Schools.

**School of Religious Studies, McGill University** – The historic and ongoing collaborating partner of MST in delivering English-language theological education. MST students are co-enrolled at SRS for a portion of their studies. McGill has historically served an anglophone population of European descent but SRS has seen a notable diversification of its student body in recent years, paralleling that seen in MST.

**Nakonha:ka Regional Council (Quebec)**— The regional judicatory of the United Church of Canada in Quebec. As part of the United Church's national strategic priority of "growth," this regional council has been actively developing new congregational ministries among French-speaking populations. It also seeks to strengthen the capacity of English-speaking pastors to function well in ministry in the French language; meeting the needs of bilingual congregation members.

**Presbytery of Montreal of the Presbyterian Church in Canada** — The regional judicatory of the Presbyterian Church of Canada in Quebec. The Presbytery is seeing significant growth of French-speaking congregational missions and congregations in the city. There is also a significant increase in the number of Francophones attending local Presbyterian congregations. Bilingual ministry is an increasing need, and the MST is being asked by this constituency to help meet this need.

**The Diocese of Montreal** — The main judicatory of the Anglican Church of Canada in Quebec that is likewise seeing growth in French-speaking congregational contexts and discerning a significant need for leadership within these congregations.

**Ministries in French of the United Church of Canada** – the office of the General Council Office of the United Church of Canada devoted to supporting French-speaking ministries in the church, with a particular focus on the province of Quebec. It coordinates the work of La Table des ministères en français, a gathering place of French ministries across the church. It also has a particular focus on young people in the church, including a recent gathering of over 100 young, francophone church members many of whom are considering Christian ministry.

**Institut d'étude et de recherche théologique en interculturelité, migration et mission** – A research and teaching centre based in Montreal that focuses on French-language scholarship and teaching to enrich Christian ministry on topics related to interculturality, migration, and Christian mission, particularly from a Protestant perspective. We have worked with IERTIMM in the past on specific projects.

## 2. Leadership Needs of Christian Congregations

**Commented [JZ2]:** In some ways, I think this section might be stronger if it just had a short introduction and then the vignettes.

MST has long incorporated some intercultural programming in our ministerial programs and we frequently set out programs against the backdrop of Quebec's unique religious environment. In addition, over the past decade MST has discerned a growing need for French-language programs for the formation of pastoral leaders in response to the (i) growing number of Francophone and bilingual congregations, (ii) growing number of French-speaking candidates for ministry, and (iii) an increasing need for continuing education opportunities for pastors serving in Francophone and bilingual settings. In addition to these developments, there is also a need to assist English-speaking pastoral leaders to develop their capacities in French, to serve an increasing number of bilingual (first language French) members of their churches/parishioners. These vignettes help illustrate the challenges and opportunities we face in our work and how we have been responding.

Vignettes:

In the borough of Montreal North, two French-speaking pastoral leaders (one ordained and the other lay) are taking steps to plant a new congregation within their evangelical tradition and denomination. They are aware that this region of the city is among the most diverse in Montreal, and these young leaders themselves have a heritage outside of the majority-European culture of Quebec. Through a new French-language Master of Theological Studies program offered within MST, they are being equipped to plant and then develop this new congregation. Each of their thesis projects focuses on questions related to outreach and discipleship within the diverse population of Montreal North.

Within the Nakonha:ka Regional Council of the United Church of Canada, a Francophone congregation has seen a dramatic increase in the number of attendees and members. The growth of the congregation through persons newly arrived in Canada has been precipitous. The congregation has identified a lay person they wish to have recognized by the denomination as a pastoral leader. With collaboration between the Regional Council, Ministries in French, and MST, this person is now on an educational pathway leading to ordered and recognized ministry within the United Church of Canada to be strengthen his capacity for local ministry within a burgeoning and intercultural congregation.

An Anglican Priest has moved to Montreal from the province of Ontario. Based on her elementary and high school education in that province, she has a basic comprehension of French. In her new parish, however, she discovers that there are a significant number whose first language is French. Further some members of the parish have immediate family members who speak only French. Through programming within MST, this priest is developing her “French for Ministry” capacity to lead prayers and other liturgical elements in French, and to converse with those she meets in ministry.

A young academic and pastor in a Montreal parish has completed an advanced, master’s degree in theology and has an interest in further research and teaching in the theology of ministry. Among the limited options for graduate studies in theology, within the Province of Quebec, she decides to pursue a PhD in theology through a new institutional partnership. The student is grateful for the opportunity this new opportunity for higher education in theology, and looks forward to one day teaching and equipping congregational leaders in her home province of Quebec.

Each of these vignettes captures something of the needs of congregations in Montreal today, and particularly of Francophone congregations in our context:

Congregations require pastoral leadership that is conversant with the opportunities and challenges of growing and culturally diverse communities. Pastoral leaders need to develop competencies that will equip their members to grow and serve together in and through this diversity.

Congregations (both newly formed and longstanding) require pastoral leaders who are equipped with theological and cultural sensitivity as they engage with Christians who may be alienated from the church, with others of no faith who may be wrestling with spiritual questions, and with those who are coming into an experience of church that is very different from what they have known “back home.”

Congregations need pastoral leaders who are always learning. In our cultural moment, nothing stands still, and our learning can never stop—this is both the case for both pastoral leaders and congregations themselves. Continuing education for pastors, in the myriad forms it can take, is vital for both pastoral and congregational mission and wellbeing.

Congregations require pastoral leaders who are able to meet them in their own language with respect and clarity. The days are long over when an unilingual anglophone pastor can simply ignore the French reality around them—congregations need leaders who are given the time and resources to strengthen their facility in their second language.

Congregations in Quebec and Montreal are rarely monocultural today, and most have reached the point of being multicultural. However, many of our congregations need support to go beyond somewhat superficial acknowledgment of cultural differences into an understanding of the deeply held values and perspectives that are more different than are realized. Congregations need to develop competencies in intercultural communication and relationships.

### 3. Challenges and Opportunities

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There are numerous important challenges and opportunities that the MST and its partners face in today's cultural moment.

(a) Decline and Renewal of English-Speaking Congregations:

From the 1960's, the English-speaking church in Quebec has faced significant decline in its membership and has suffered from a lack of imaginative engagement with the wider culture and with its Francophone neighbours. This has also had an impact on enrollment in the theological colleges in Quebec, in terms of student numbers and in terms of financial resources available to meet the needs of theological education and pastoral formation. In recent years, however, we have been able to discern increasing engagement with the culture, a greater capacity to hold faith with confidence, and in a very real willingness to become (at least) bilingual in congregational life. All of this is to say that while the church was characterized for some time by a crisis of confidence, today we see increasing signs of creative and faithful engagement and of growth. There remains a significant need for English-language pastoral ministry, among a significant base of anglophone congregations and parishes, and in the diversity that they increasingly manifest.

(b) Building French-language theological education

Protestant, French-language theological education in Quebec has typically been offered through a variety of small, independent, and isolated theological schools. Often these schools have lacked charters to offer degree programming, and so have depended upon other academic institutions (whether within Quebec or outside of Quebec) to license their programs. These schools are also not accredited by the Association of Theological Schools. The colleges of MST, while having their own degree-granting charters, have belonged to traditionally English-speaking denominations, and so for much of their history have had little interaction with Francophone ecclesial communities. (The exception may be The Presbyterian College, which had a French theology department from the 1870's until 1925). Meanwhile, established French-language programs that have served the Roman Catholic church have largely dwindled or been eliminated altogether, reducing the capacity for theological reflection and engagement in French in this province.

Over the last decade, MST and its colleges have taken steps towards offering greater French-language offerings and to ensure these are properly accredited. But there is much more work to do in expanding and deepening these offerings, developing future faculty members, expanding print and digital library resources, recruiting students from the diverse and growing Christian communities of Quebec, and supporting theological engagement and reflection in French and bilingual settings.

(c) Ministry, Cultural Diversity, and Secularity

The cultural diversity of Quebec's urban centres, especially Montreal, represents a significant challenge for pastoral ministry and congregational life. Pastoral leaders are required to engage with parishioners from a variety of cultural backgrounds; each with their own life experiences, values, questions, and expectations. Not only is the work of pastoral leadership shaped by such differences, but so also are the relationships between congregation members themselves. In the face of these challenges, the need is for programs of pastoral and theological formation that are not only linguistically responsive but also interculturally aware.

Even as they live within cultural diversity, congregations face related and significant challenge of doing so against a backdrop of secularity. Within Quebec the concept of *laïcisme* has been widely embraced and refers to the social and political processes that seek to eliminate any confessional spirit from the public sphere. Thus, even as congregations seek to engage with one another meaningfully across cultural differences, they face an official secularity that places increasing limits on the full and authentic expression of this faith. This represents a significant challenge even for those who already feel at home in the Quebec context, and is especially challenging for those who have recently arrived from global, cultural contexts where such limits are much less common. The

Bouchard-Taylor Report of 2008 described the overlapping challenges of interculturality and secularity in Quebec in a full and compelling way, but few solutions to the challenge have been forthcoming. As a result, congregations continue to wrestle with the question of how to express their faith and serve their community through their own cultural diversity and in the face of secularity/*laïcisme*.

MST has responded to these challenges across our programming by implementing programs that help students and pastors engage constructively with the realities of both cultural diversity and secularism. We are confident that congregations can flourish in this challenging environment, and are seeing fresh evidence of this flourishing. However, we are also aware that we require a renewed framework of research, teaching, and collaboration that will equip MST and those we serve to become equipped for living well and creatively as communities of faith in a significantly altered cultural landscape.

Put bluntly, we can summarize the challenges and opportunities that MST and churches more broadly in Quebec face in this way: It is no longer possible for churches and theological colleges to thrive as unilingual English institutions comprised of people of European descent who are content to live a privatized faith in a secular society. Pastoral leaders of congregations need to be able to work across cultural barriers, be skilled in sharing the gospel in a secular society, and do so in a multi-lingual context. This is a challenge to long-established models of congregational ministry. But it is also an opportunity for our churches to continue to grow to maturity in the fullness of the body of Christ, to love and serve their neighbourhoods, and to more fully embody the glorious diversity and difference of God's people.

#### 4. Potential Collaborative Endeavour

We envision a large-scale collaboration between theological schools, denominational judicatories, and agencies, and public universities with two complementary but distinct areas of focus.

##### *First Element – Strengthening and Deepening the Continuum of French and bilingual Theological Education*

We will respond to the increasing needs of Francophone congregations and students through a continuum of programs that offer French and bilingual pastoral formation. This continuum stretches from non-degree and continuing education to advanced degree programs. Together with our partners, the MST will both strengthen its existing programs in French and launch new programs in order to become a leading centre of accredited French-language theological education and pastoral formation in Quebec.

Over the past 10 years, MST has begun to offer, (i) undergraduate-level courses in French, (ii) a graduate degree in French (the Master of Theological Studies), (iii) a Mentoring Program in French, (iv) continuing education for pastoral leaders in French, and (v) formation for French-language congregational lay leadership, such as preaching and worship leadership. These programs have been variously supported by dedicated fundraising and grants from church bodies and other institutions and are currently carried forward largely by staff members who have significant other responsibility. With support from the Lilly Endowment and in collaboration with our partners, we intend to offer the following:

- (i) Non-degree Pastoral Formation learning opportunities

MST presently offers a limited number of pastoral formation workshops and seminars in French, for lay and ordained congregational leaders. We will add annual workshops and training opportunities for Francophone constituencies through collaboration with our regional judicatories and denominational agencies.

- (ii) First/Basic degree (Bachelor's) in Theology

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MST presently offers a French-language Licentiate in Ministry that is recognized as preparation for ministry in some denominations. We will extend such offerings to include Bachelor's level programming through collaboration with the existing programs offered by Université Laval.

(iii) Second/Advanced degree (Master's) in Theology

MST presently offers the Master of Theological Studies in Practical Theology, with a focus on equipping lay and ordained missional leaders for Francophone congregations in Quebec. We will expand and strengthen course offerings, recruitment and instruction.

(iv) Third/Advanced degree (PhD) in Theology

At present the MST does not have a PhD program for Francophone theologians and pastors, who might go on to equip the next generation of congregational leaders or teach in its undergraduate and graduate programs. This new program, offered collaboratively with the Université Laval and IERTIMM will create a pipeline for such formation, and assure the future flourishing of all of our programs.

(v) Continuing Education for Congregational Leaders

Following completion of their theological studies, and their ordination to congregational ministry, Francophone pastoral leaders require ongoing opportunities for learning and development of ministerial competencies. We offer such programming at present mostly in English, and will expand these offerings in French.

(vi) Mentoring Program for Congregational Leaders

The existing Mentoring Program for pastoral and congregational leaders has begun developing French-language groups, and we will expand and extend these moving forward.

(v) Supporting French theological reflection, publication, and education

In collaboration with Université Laval and IERTIMM, we will convene annual conferences to support and encourage networking and collaboration among scholars, researchers, and practitioners working on matters related to the public witness and pastoral ministry of Christians in our intercultural context. We will also work with our church partners to host public theology events on matters of shared concern in our society.

The goal of this collaborative endeavour is to strengthen and expand opportunities for French-language preparation for pastoral formation at all levels of education. The increasing need for such a continuum of pastoral and theological formation (for both ordained and lay leaders) has become clear to us. The absence of any one of the above elements of such a continuum will set limits on our medium and long term goal of being a centre of comprehensive programming for the French-speaking church in Montreal and Quebec.

In relation to the above, we will also offer French-as-a-second-language instruction for ministry leaders, lay or ordained among our constituencies and new constituencies. The evident need

*Second element – Addressing Cultural Diversity and Secularity*

We will expand our existing partnership with McGill University to establish the Charles Taylor Centre for Interculturality and Community Life, which will provide an institutional framework within which we may pursue research, offer teaching/equipping, and encourage mobilization in the formation of pastoral leaders who (i) are strengthened in their intercultural competencies, and (ii) are able to lead congregations, in faith and mission within the environment of diversity and secularity/*laïcisme*.

**Commented [JZ4]:** I think we should emphasize as an overall comment in relation to all of this that all of these are things that we are currently doing but could be doing so much better with more staff and more resources.

The centre will conduct *research* on cultural diversity in congregational contexts, on the impact of secularity on congregational and community life, and on best practices for missional engagement in the context of diversity and secularity. This will be accomplished through research fellowship, conferences, colloquia, and through support of academic theses/projects.

The centre will *teach* students concerning the history, culture, secularity, and diversity of the Montreal and Quebec context, across the range of our programming, from non-degree through all degree programs, including by the further development of field placement experiences that are cognizant of this reality.

The centre will *equip* students and pastoral leaders with skills for intercultural communication and ministry and for the *mobilization* of congregations in service and mission within their diverse and secularized local community.

### 5. Existing and Anticipated Collaborators

Our proposed endeavour is, we believe, an ambitious, necessary, and appropriate response to the challenges and opportunities of our context. But we also know that we cannot achieve this on our own and so we welcome Lilly's emphasis on collaboration in this grant. By expanding partnerships with existing partners and creating new ones, we believe we can demonstrate how inter-institutional and ecumenical cooperation can provide the necessary human and financial resources to strengthen our capacities and improve formation for pastoral ministry.

Our collaborators are mentioned in earlier sections and their letters of support are included with this concept paper. The list includes:

The colleges of the Montreal School of Theology  
The Presbyterian College, Montreal  
Montreal Diocesan Theological College, including its United Church Studies Program

Two public universities and one research centre  
The School of Religious Studies, McGill University  
Faculté de théologie, Université Laval  
Institut d'étude et de recherche théologique en interculturelité, migration et mission

New and existing judicatory and church agency partners  
Diocese of Montreal, Anglican Church of Canada  
Nakonha:ka Regional Council (Quebec), United Church of Canada  
Presbytery of Montreal, Presbyterian Church in Canada  
Office of Intercultural Liaison – Presbyterian Church in Canada  
Ministries in French – United Church of Canada

In RFP Lilly asks, "What roles would they play and what would be their general responsibilities?" Have we answered this enough elsewhere in this concept paper?

### 6. Grant Request

The total grant request is \$10,000,000, and will be broadly be applied to:

*\$5,000,000: Strengthening and Deepening the Continuum of French and bilingual Theological Education*  
*\$1,500,000 as contribution to endowment for scholarships for future students, particularly from immigrant and underserved backgrounds*  
*\$2,000,000 for personnel costs to support expanded teaching and coordination between institutions*  
*\$1,500,000 for programming costs over grant period*

*\$5,000,000: Addressing Cultural Diversity and Secularity*

**Commented [JZ5]:** Do we add something about mentoring program here?

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*\$3,000,000 as contribution to endowment for Charles Taylor Centre*  
*\$1,000,000 for transition and start-up costs until centre is full endowed*  
*\$1,000,000 for additional inter-cultural programming over grant period*

Given the current weakness of the Canadian dollar, it is possible that a final grant application could be funded with less than \$10,000,000 (US).

## **7. Sustainability**

The sustainability of this initiative is rooted in both the ongoing work we are already doing and our strategic vision for the future. The program we propose builds on the existing strengths of MST and its constituent colleges. MST is already engaged in providing theological education in French and English, with a strong focus on preparing leaders for diverse and multicultural congregations in a secular society. The proposed expansion of these programs, along with the introduction of intercultural competencies, is a natural extension of our ongoing mission.

This initiative positions our consortium as a future key center of French-language theological education in North America. By working with our partners to develop an innovative, comprehensive curriculum that spans the continuum from non-degree lay education through undergraduate and graduate programs, we will ensure that French-speaking students in Quebec—and beyond—have access to high-quality theological training at every stage of their formation and that theological scholarship and engagement in French will have a robust future. This focus on French-language education in the heart of Montreal, one of Canada's most vibrant and multicultural cities, will make us a premier institution for theological education in French across Canada, particularly as demand for French-language pastoral leaders continues to grow.

In addition to our focus on French-language education, we are committed to becoming a primary center for intercultural learning within Quebec and beyond. As the world becomes more interconnected and congregations become increasingly multicultural, the need for leaders who can engage with and serve diverse communities is essential. We believe that our rootedness in Quebec offers us a unique location from which to offer the knowledge, skills, and theological resources to equip future leaders to minister in culturally diverse environments, fostering relationships across linguistic, cultural, and ethnic boundaries. Building a compelling and comprehensive institutional framework for intercultural learning will generate new interest, constituencies, and financial resources that will serve the church not only in Quebec but well beyond.

While the requested funding will play a crucial role in launching and expanding these programs, the long-term sustainability of this initiative will be supported through several mechanisms. First, as our programs grow in size and impact, we expect an increase in enrollment, which will generate tuition revenue to support ongoing program delivery. We will be able to support students in tuition through a dedicated scholarship endowment we will establish through this grant. Second, we are building strategic partnerships with organizations, denominations, and universities that will open up new funding and resource-sharing opportunities. Third, we will continue to engage alumni and congregational networks to help support the work of our schools and sustain the programs financially. Finally, the reputation we build as a premier center for French-language theological education and intercultural learning will attract additional funding opportunities, both from public and private sources, ensuring the long-term success and sustainability of the initiative.

## **8. Governance**

We have existing governance mechanisms in place, notably the MST Board of Governors, which includes representatives of the colleges and of McGill. Our experience of our current Phase 2 grant from the Lilly Endowment is that this Board has exercised strong and nimble oversight of our grant programs.

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We would envision that the collaborative agreement we aim to establish with Université Laval and IERTIMM would incorporate requirements for regular reporting and oversight. As a sign of our deepened collaboration with judicatory bodies and church agencies, we would establish a biannual meeting of leaders of our church partners and MST leaders and faculty to report on program progress, receive insight into current ministry needs, and deepen our collaboration.

Responsibility for grant reporting would lie with the MST Board of Governors.