




Agenda /Minutes			
Meeting Type:	FAUC Governing Council		
	Recording Secretary: John Ryerson		
Date:	Sept 20, 2022		
Attendees:	Rev. Douglas duCharme, Steve Dunk, Amanda Hancox, John Ryerson, , Katherine Dalziel, Vicki Stuart, Allan Hux, Mary Ellen Richardson (Chair) Tom Salisbury		
Regrets:		Time:	4:00 – 6:00
ZOOM Details:			
	<ol style="list-style-type: none"><li>1. <b>Welcome</b></li><li>2. <b>Opening prayer/reflection</b> – Douglas duCharme</li><li>3. <b>Guiding principles</b> review by Amanda Hancox</li><li>4. <b>Approval of minutes</b> May 31 2023 Meeting (Note A July report was circulated to update, no actions arising) Moved by Seconded by</li></ol>		

5. Business brought forward

Reopening: Procedures are easing.

6. **Fairlawn Retreat Sept 17<sup>th</sup> Debrief**

Other business

Telephone system

b) Current Next Steps

i) Community Partner Options Contract

A report and request to approve a contract with Jennifer Hinder to conduct market research, community networking, in support of the Fairlawn Forward process.

Motion: For approval to enter into a contract with a third party to undertake research of who our community partners might be primarily associated with the two options of Seniors Ministry and the Affirm Ministry options presented on May 14th as part of the Fairlawn Forward consultation. The contract will be subject to a review of the scope of the proposal, by members of Governing Council. The cost will not exceed \$25,000 net of HST.

Motion:

First: Steve Dunk

Second: Vicki Stuart

Vote: Unanimous.

ii) Minister Selection Committee  
(Information)

Minister search process and possibility of Doug Crozier interviewing GC members

iii) September Gatherings

- Governing Council Retreat

- Final Congregational Consultation and Decision-Making

**7. Reports**

- Finance Report sent in advance – givings are down year to date
- HR&R Report by Katherine Dalziel
- Property – Vicki Stuart - sent in advance
- Embrace Action – Sandy Giles and John Ryerson - report sent in advance
- Pastoral Care –Jan Schlee -report sent in advance
- Region Liaison – Allan Hux
- Explore Spirituality – Amanda Hancox

- Cluster – John Ryerson , Sept 13<sup>th</sup> meeting

## **6. Other business**

Celebrations

## **9. Future meeting dates**

Nov 22

## **10. Guiding principles review of meeting - Amanda**

## **11. Adjournment** Moved by John Ryerson

## **Appendices**

### **Minutes May 31 2023**

Governing Council Minutes April 28, 2022

Special Called meeting

Zoom call

Attending:

Mary Ellen Richardson (Chair) John Ryerson, Vicki Stuart,  
Steve Dunk, Amanda Hancox, Rev Douglas DuCharme, Allan  
Hux

Regrets: Katherine Dalziel

1. Welcome by the Chair
2. Opening prayer – Douglas DuCharme
3. Guiding principles – Amanda Hancox
4. Approval of Minutes of Feb 8, 2022

Moved by Allan

Seconded by Amanda

Carried

5. A report and request to approve a contract for Tucc work on Fairlawn Forward was distributed and voted on by email March 6<sup>th</sup> 2022

Motion:

“To approve Fairlawn Avenue United Church, entering into a contract arrangement with Toronto United Church Council (Tucc) to support the Fairlawn transition team in matters related to vision, and preparation for the hiring of a new minister, in a dollar amount not to exceed \$35,000 net of HST.”.

Moved by John Ryerson

Seconded by Steve Dunk

Approved unanimous

6. Property report and recommendations – Vicki Stuart

Based on a review of the working relationship, revenue and in consultation with Tucc consultant Katja Brittain the Chair of Property reported on the current relationship . There is no current contract with either party having a no penalty termination option with four months notice.

Missional alignment is still under review by FAUC.

7. Other business

9. Next meeting dates

<p>May 31 4pm GC</p> <p>July 26 4pm tentative hold if needed</p> <p>Sept 17 10am planning retreat</p> <p>Adjournment moved by John Ryerson</p> <p><b>Reports sent in advance</b></p> <p><b>Appendix A thought Piece by Rev DuCharme on moving forward</b></p> <p>Fairlawn Avenue United, Governing Council – 31 May 2022</p> <p>Agenda Item #5: How to Move Forward as Fairlawn</p> <p>A “Thought-Piece” Six Months into 2022 – An Invitation to Observe</p> <p>- Time to pause, to reflect, to consider</p> <p>Leadership is an improvisational art. You may be guided by an overarching vision, clear values, and a strategic plan, but what you actually do from moment to moment cannot be scripted. You must respond as events unfold... this is extremely tough to do when you’re fiercely engaged down below, being pushed and pulled by the events and people around you—and doing some pushing and pulling of your own.</p> <p>- Ronald Heifetz and Marty Linsky</p> <p>I could have chosen any number of quotes from Heifetz and Linsky’s work on adaptive leadership, including from the book that a number of Governing Council members read and discussed over the summer of 2019, Leadership on the Line. Certainly, the experience of the COVID-19 pandemic (which continues) has tested our grasp of the basic tools of adaptive leadership, including the need to ask better</p>		
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	<p>questions, and to instill a learning culture in our governance structures and leadership.</p> <p>As we approach the mid-way point in 2022, and the culmination of a large body of work under the “Fairlawn Forward” initiative, I have gone back to re-read a couple of my attempts – written amid the pandemic disruption – to find some footholds in the shifting ground, to take stock of what we were already learning, and to peer ahead into the murky distance trying to pick out some outlines. One of those, you may recall, in September 2020 was titled “The Trouble with Normal”. A second attempt, in April 2021, was called “When We Return, We Will All Be Newcomers”.</p> <p>Because I anchored my thoughts about our context at Fairlawn in the measured and insightful observations and analysis of several other writers and thinkers with a grasp of the bigger picture, I am glad to discover that both of those thought-pieces have stood up well in the months since. I might even suggest that they would be worth your time to pull them up and give them another look, now with the benefit of another year, and yet more experience!</p> <p>What I think is worth recalling at this point, and reaffirming, is the consensus that, looking ahead, we have identified three ‘tracks’ of work, namely:</p> <ol style="list-style-type: none"><li>1. Keeping Core Church Operations Going</li><li>2. Emerging from COVID: What have we learned from this experience that will lead us to do some things differently</li><li>3. Fairlawn Forward Process – Mid- to Long-Term Directions and Action</li></ol>	
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Of course, in 2020-2021 the third track did not yet have the name “Fairlawn Forward,” but that is what it became, following our intensive mission and visioning work with Jerry Hogeveen in early 2021.

The challenge that we have discussed is how to prevent the second track (emerging from COVID) being completely absorbed into the first track (keeping church operations going). In other words, how to we not simply try to resume what we ‘used to do before COVID’ - even if it wasn’t really working then, and is unlikely to work now. We need to be aware of this temptation - perhaps the path of least resistance - and continue to challenge ourselves. Are we in danger of falling into the trap that “emerging from COVID” is synonymous with “getting things back in place, resuming all the activities we associate with Fairlawn”?

Recognizing how “emerging from COVID” is a distinct and critical leadership challenge at this point is a discussion that we need to engage, and I am hoping we are able to do that on May 31st under item 5 on our agenda, “How to Move Forward as Fairlawn”.

We have recognized that the abrupt stoppage that the pandemic forced upon us also provided us with a rare opportunity to evaluate and decide to conclude some programmes or activities - because we were not required to actively stop them, just not re-start. However, the reality is that the tug of the familiar is strong, even if formerly meaningful activities no longer provide the same impact or satisfaction that they once did.

Alternatively, while a particular programme focus may be considered to have continuing value, we could benefit from imagining how it could be approached in a different, more effective way given the changes we have experienced. For example, rather than being stuck waiting for a return to the conditions that existed before (thinking in terms of poor ventilation throughout the church, for instance, or an end to mask-wearing), might this be an opportunity for



versatility - to re-imagine how to provide the service, or meet the need, in a different but effective way.

For the “emerging from COVID” track to be distinct from the “keeping church operations going” track I think we should give attention to two things:

First, we will need to gather up the key things that we have learned from this experience and be willing to apply them to how we do what we have determined we want to continue doing. This involves an ability to identify what the essential purpose of an activity is (i.e. “Why we are doing it?”), to decide if that is still of value to the communities that we want to serve, and whether or not it should be continued. If so, then the question becomes whether there is another way of being impactful (fulfilling the “Why”) in a different way—that might be more efficient, more sustainable, and even better.

For example:

- Instead of talking about choral music, we talk about music—in all its forms, on

  - Sunday, but also at other times and occasions

- Instead of dedicating over 35% of staff time to delivering Sunday worship,

  - finding new ways of delivering worship on Sunday more time efficiently -and considering how to use the “freed” up time to provide other spiritual offerings

- Considering the impact that we want to have through Walk-In Support (the core

  - deliverables) and considering how it can be done in a safe and different way, in person, but in a way that may be cognizant of continuing Covid realities and staff challenges.

There are certainly some obstacles to our ability to re-launch some familiar activities. Work-arounds, along with

some managing of people's expectations, will be needed. But I think we can lead by drawing on the line in our Guiding Principles that says, "To build our future as a faith community we commit to one another to... work together collaboratively to find creative solutions." By focusing on the purpose that we are called and inspired to fulfill, rather than the specific activities that we associate with fulfilling that calling in the past, we can encourage a permission-giving, solution-finding creativity to flourish.

Which leads to my second thought. For the "emerging from COVID" track to be distinct from the "keeping church operations going" track I think we will want to consider the (for want of a better word) "culture" that we want to instill, and to model, that encapsulates the way we are emerging from this extended, tumultuous pandemic time.

For example, we are committed to a measured, responsible return to operations in the building. But is the diligent, detailed, and cautious approach that that work warrants what we want to communicate to the casual observer looking to see what Fairlawn is up to these days?

As another example, we are over-extended as volunteers and staff. We're weary. And, we have had some significant curve balls, such as the resignation of custodians. Staff are distracted, and the impact of Covid has caused people to re-evaluate their present and their future activities and priorities.

But underneath that lies an openness and commitment that is capable of inspired moments, laughter, optimism and curiosity – we will, I think, increase the chances of bringing others along in our "Fairlawn Forward" directions if we can highlight the energizing and hopeful elements in our Fairlawn culture even as we give one another, and ourselves, some respite over the summer to replenish our bodies, minds, hearts, and spirits.

One of the big challenges is opening enough space in our days and in our 'mind space' to be creative, to step away, to ask for help and support from others - and to consider how we might support each other.

Embedding a culture of 'working collaboratively to find solutions' will help us to establish a constructive, positive trajectory as we work together to build our way outward from this experience which has been debilitating in some ways and enabling in others. We sometimes have talked about the importance of GC as a leadership team being of one mind in support of decisions once they are made. I think at this time we are called as a leadership team to be one in our resolve to contribute together to solutions, and to encourage creative problem-solving, with a spirit of resourcefulness and versatility.

So, as we review our progress on the agenda item "How to Move Forward as Fairlawn" we are bringing back into focus all three of the tracks that need our leadership attention. I hope we will take some time as a Governing Council to focus discussion on the second track, "Emerging from COVID," to recognize that this is about much more than resuming a fuller range of existing activities, and programmes:

- What have we learned from the past 2 years that should lead us to do things

    differently? Or to do different things?

- What discussions have been taking place among those engaged with Embrace

Action, Explore Spirituality, and Experience Belonging – as well as with Property, Human Resources and Relationships, and elsewhere – that can help us take stock of that learning, and to do things differently (and do different things) beyond the summer months?

	<p>- What are some of the key obstacles that we will need to “work together collaboratively to find creative solutions” for because they have emerged as an impediment to several areas of activity? (e.g., ventilation, staff shortages)</p> <p>DdC/21 May 2022</p>		