



KINCARDINE UNITED CHURCH

GOVERNANCE HANDBOOK

Revised July 2021

KINCARDINE UNITED CHURCH

BEHAVIOURAL COVENANT

We are called to be the church at Kincardine United.

We gather in God's name and, in all our interactions, celebrate God's presence.

We promise to worship and work together, seeking to follow God's will with grace and humility, always mindful of God's wisdom and abundance.

Our Promises to the Church

We are called to love and serve one another. Our community of faith depends on our living in right relationship with one another.

We will respect the different perspectives, stories, talents and gifts we each bring to our community, and will encourage one another to fulfill God's promise, which is in each of us.

We will be open to change.

We will strive to create a safe and inclusive environment where all are free to do God's work with joy and peace.

When we hold positions of responsibility, we will seek to exercise authority wisely and well for the benefit of the whole community.

We will undertake to develop and maintain avenues of consultation and open decision-making. Once a decision is made, we will honour that decision, and move forward.

Our Promises to One Another

We believe in God, who works in us and others by the Spirit.

We will interact with honesty, trust, compassion, affirmation and courtesy. In all we say and do, we will be aware of our body language, tone of voice, the words we use and how they impact others.

We will listen to each other, seeking understanding, and will act with respect in order to develop cooperation.

We acknowledge that at times disagreements, disputes or conflicts will arise. We will seek to follow God's example of forgiveness and reconciliation in resolving such conflicts.

We are committed to build up this body of Christ which is Kincardine United Church, remembering that God is with us. We are not alone. Thanks be to God.

1. **INTRODUCTION**

(a) Mission Statement

Kincardine United Church strives to be a loving, hopeful and inclusive community of faith that nurtures Christian discipleship.

(b) Theological Basis: 1 Corinthians 12: 4-7, 11.

Now there are varieties of gifts, but the same Spirit; and there are varieties of services, but the same Lord' and there are varieties of activities, but it is the same God who activates all of them in everyone. To each is given the manifestation of the Spirit for the common good...All these are activated by the one and the same Spirit, who allots to each one individually just as the Spirit chooses.

(c) Governance Model

The United Church of Canada was formed in 1925 by an amalgamation of three major Protestant churches under an Act of the Canadian Parliament. The *Manual* outlines the basis of union and the by-laws of the Church; the *Manual* is updated following each triennial meeting of the Church's elected and representative General Council to reflect policy decisions reached.

In 2018, the United Church streamlined its governance. Sixteen Regional Councils were formed across the Country to combine many of the tasks previously assigned to Conferences and Presbyteries. Each Region is responsible for electing a Regional Council, made up of lay and ministry personnel representing each community of faith in the Region. The Region is responsible for carrying out the *Manual* requirements in their own Region.

Kincardine United Church is a community of faith within the Western Ontario Waterways Region. Kincardine United Church is governed under the model of a Church Council, as defined by the *Manual*. Under this model, the community of faith empowers an elected and accountable Council and Standing Committees to exercise particular functions of ministry. The community of faith defines the organization, membership, and responsibilities of the Council and Standing Committees, as guided by the *Manual* and the Handbooks approved by the General Council and/or the Regional Council.

There are two types of Standing Committees: Mandatory Committees and Administrative Committees. Mandatory Committees, which are required by the *Manual*, are the Trustees Committee and the Ministry and Personnel Committee. Administrative Committees, which are struck by Council, deal with the other administrative and strategic planning needs of the community of faith. The Administrative Committees are the Administration Committee, the Programme Committee and the Membership and Mission Committee.

In addition to the Council and the Standing Committees, the community of faith is served by a variety of Ministry Teams which form to undertake specific ministry tasks. Ministry Teams may be created directly by Council or Committees or may form as an initiative of members of the community of faith. Ministry Teams determine their own

structure and time-frame; they form or disperse as their mission requires. For budgetary or policy issues, Ministry Teams are accountable through the Standing Committees and Council.

The Council enacts church policies, programmes and activities. All Committees, Ministry Teams and sponsored groups that are part of the Kincardine United community of faith are accountable to the Council. Groups that use space at Kincardine United Church but are not part of the programmes of the church enter into agreements with the church with respect to the use of church facilities; these agreements are administered by the Booking Facilitators.

(d) Best Practices

General

When the United Church of Canada adopted the new structure at the General Council in 2018, the purpose was to streamline governance structures and process, to empower Regions and communities of faith to choose the most effective means of carrying out their obligations under the *Manual*, to devolve more responsibility to communities of faith in their day-to-day operations and to strengthen covenant relationships within the Church. The adoption of a best practice method of governance has been shown to be both effective and efficient in accomplishing these goals in churches and other charitable and social service settings.

Best Practices are defined as being ***a working method or set of working methods and ethics that are recognized as being the most effective to use in governing particular sectors and which are usually described formally and in detail.***

As a community of faith, Kincardine United Church strives to incorporate the following best practices into our life and work.

Covenant Relationships

As Christians we live in a covenanted relationship with God. We seek to live out our covenant in all our relationships. Kincardine United Church has established a Behavioural Covenant which commits our community of faith to carry out our promises to God, the Church and one another. The Behavioural Covenant is included as the first page of this Governance Handbook to emphasize our best practices in relating to one another. The Behavioural Covenant is posted throughout our church facility and is repeated together before every congregational meeting and whenever a group is facing a difficult conversation so that we are reminded of our covenant with one another and with God. While as an organization we often enter into contractual arrangements, we are mindful that God is always a party to our agreements and we are expected to honour our covenant commitments. All members of our community of faith, and particularly those in positions of power, are responsible for ensuring that these best practices are followed and that any person or group breaching our covenant is called to account.

Accountability

Our governance is based on the concept of accountability and responsibility in carrying out our obligations and duties with respect to our roles and responsibilities within our community of faith and the larger Church. Accountability depends upon honesty, good faith, and strict attention to the best interests of the community. This Handbook assists in setting out the accountability of all those engaged in governing and supporting our community of faith.

Conflict of Interest

In carrying out our responsibilities, we are always mindful of the possibility of real or perceived conflicts of interest or vested interest in making decisions. Decision-makers are encouraged to disclose any possible financial or personal relationships that might be seen to affect impartiality. Generally, it is the responsibility of the decision-making body to determine whether those possible connections are such that the person should withdraw from discussions and decisions in those matters.

Transparency and Communication

Good governance relies on transparency and communication so that everyone affected has prompt and reliable information about policies and actions being taken by those in positions of authority. To that end, meetings of the Council and Administrative Committees are open to all members of the community of faith unless confidential human resource issues are under consideration. Minutes of meetings are taken to ensure that decisions and implementation measures are understood. Minutes are circulated as soon as possible after each meeting and are posted to the website. The Council, all Committees and Ministry Teams responsible for projects and separate funds are required to submit annual reports to the community of faith. Announcements of activities, requests for assistance, and issues of concern are provided weekly through the website, the e-mail communication list and at the weekly worship. Council and Committees prepare, update and post policies and procedures, both on the website and in hard copy at the church, so that all members of the community of faith have access to them. Regional Councillors are responsible for ensuring the community of faith is informed of Regional issues and the Region is aware of issues of concern to the community.

Governance Effectiveness and Efficiency

Best practices suggest that organizations operate more effectively and efficiently with minimal layers of governance comprised of fewer and smaller decision-making bodies. Once being given a clear mandate, decision-making bodies tend to operate best when they have flexibility in structure. Council and Committees have a minimum of five and a maximum of ten elected members, with a quorum being a majority of its members in addition to the called or appointed minister or pastoral supervisor, if required. While there are some mandatory *Manual* requirements for Council, Committees are free to determine their own structure after each election. Some may be more comfortable with a traditional structure, naming a chair and a secretary, while others may wish to take a more collaborative approach. In either case the Committee is required to ensure that minutes are taken and a member of the Committee attends each Council meeting as a

representative. Any budget or policy proposals must be brought to Council for decision, while operational decisions about programmes or activities within budget need only be reported for information. Council operates more efficiently if proposals are in writing and are circulated ahead of meetings.

Making Decisions

Traditional decision-making, requiring formal motions, moved, seconded, and passed by a majority of participants, is required in some instances by the *Manual*. Where not required, Council, in company with the Western Ontario Waterways Regional Council, has moved to a consensus decision-making model.¹ This model is designed to achieve a thorough discussion of issues until the entire group can live with each decision. Many models of consensus based decision-making exist and our practices will evolve with experience. Committees are free to use either a traditional or consensual method as the committee members choose.

Inclusion and Succession Planning

Good governance is best achieved when every member of the community of faith feels included and empowered to participate. A robust nomination process, thorough orientation and deliberate succession planning help ensure that membership on Council and Committees is regularly renewed and governance capacity is built within the community of faith. Members of Council and Committees can assist by actively seeking out and recruiting new candidates for election and by limiting the length of their own service in any one position to no more than six years, with the exception of the Trustee Committee. Those serving on Council and Committees feel enabled to step aside from their duties or to seek another position when they know there are candidates able and willing to seek election to replace them. Vacancies that occur between general meetings of the community of faith may be filled by Council until the next election occurs. If required, Council may relieve elected members of their position or authority, in a manner consistent with natural justice and Manual requirements.

2. REGIONAL COUNCIL REPRESENTATIVES

Kincardine United Church appoints lay persons as representatives to the Western Ontario Waterways Regional Council, according to The Manual. The Regional Council sits as the second level Court of the Church. Regional Council is responsible for the oversight of church property, personnel matters, and church oversight.

All Ministry Personnel are members of the Regional Council.

Lay Regional Council Representatives, who must be full members, are appointed by the Congregation at an Annual Congregational Meeting for a renewable three (3) year term; if more persons are nominated than positions available, an election of representatives will take place at the Annual Meeting. Council may appoint Lay Regional Council Representatives when vacancies occur between Annual Meetings.

¹ Minutes of Meeting, Kincardine United Church Council, September 2, 2020

Functions and Responsibilities of Regional Council Representatives:

- ✓ Attend the regular meetings of Western Ontario Waterways Regional Council and share in its life and work.
- ✓ Report to Council and the Congregation on the relevant decisions and activities of Regional Council.
- ✓ Ensure that the Council and Congregation are cognizant of relevant processes, regulations, programmes and concerns of the Church Courts with respect to matters that affect the life and ministry of the Congregation.
- ✓ Represent Kincardine United Church in all relationships requiring the support, advice and services of the Regional Council.
- ✓ Be prepared to serve as a lay member on Regional Council Commissions or resource pools.

3. THE CHURCH COUNCIL

(a) General Duties and Powers

- Regular Council meetings are held at least six (6) times per year
- Additional special Council meetings shall be held at the call of the President, the request of a Committee or at the request of at least five (5) members of the community of faith for the sole purpose of considering a proposal or concern
- Meetings are conducted according to Bourinot's Rules of Order (parliamentary procedure) except that Council will strive to achieve consensus among its members
- Regular meetings are scheduled in advance, preferably on an annual basis, to encourage maximum participation of interested members of the community of faith; special Council meetings should have adequate notice to ensure participation
- The called or appointed Minister or a Pastoral Supervisor must be present at any Council meeting for a quorum to be declared
- Council is responsible for all policies and activities not designated as the responsibility or duty of any Committee or Ministry Team
- Council shall maintain and circulate minutes of its meetings and ensure that the official minute books are maintained sequentially for both Council and Administrative Committees and for Mandatory Committees as appropriate.
- Council is responsible for ensuring that all federal, provincial and local laws, by-laws and regulations are followed

(b) Specific Duties

- To implement its responsibilities according to the *Manual*
- To be the Court of the community of faith, fulfilling the functions of the Court specified in the *Manual*
- To covenant with the Regional Council
- To regularly self-assess the ministry of the church and file a self-assessment report with the Regional Council
- To enact local policies and govern the community of faith in its best interests
- To encourage and stimulate the ministry and mission of the community of faith
- If either the President or the Secretary is unable to attend a meeting, to ensure that another member of Council chairs or takes minutes

- To receive and respond to correspondence addressed to the community of faith
- To deal promptly with proposals brought forward by Committees, Ministry Teams or the staff
- To take ultimate responsibility to ensure the financial well-being of the church
- To foster and support a vibrant stewardship plan in conjunction with the Committees
- To act as a Nominating Committee and provide a report to the Annual Meeting of the community of faith
- To work with the Office of Vocation to ensure that ministry discernment and internship opportunities are fostered and supported
- To complete the annual statistical report and information forms and return these to the General Council Office by the required date
- To plan and deliver Town Hall meetings, focus groups, and surveys about issues that arise in the United Church, the Regions or the local community of faith
- To spearhead ongoing strategic planning

(c) Membership

The Council shall consist of a President, a Secretary, one (1) representative of each of the three Administrative Committees, the appointed Treasurer (*ex officio*), the called or appointed minister or the pastoral supervisor (*ex officio*) and at least one lay Regional Councillor. All Regional Councillors are eligible to attend as voting members. Some may hold other positions on Council in addition to their Regional role, in which case they have only one vote. The Mandatory Committees may have non-voting representation at any meeting where policy decisions are being considered that pertain to their mandate and must report regularly to Council.

(d) Officers of Council

The President of the Council must be a member of Kincardine United Church and assumes office at the rise of the congregational meeting where elected. The President is responsible to call and preside over meetings of Council, to be a spokesperson for the church and Council. The President must use discretion to ensure the smooth operation of Council and interpret the policies of the community of faith as necessary. The President works closely with the Secretary to create agendas and approve minutes. The President shall call and preside over the annual meeting and any other general meetings of the community of faith. The President reports to the Annual Meeting on the work of council and ensures that an orientation session is organized following the election of new Councillors and Committee members.

The Secretary of the Council must be a member of Kincardine United Church and assumes office at the rise of the congregational meeting where elected. The Secretary takes notes, creates minutes and agendas for the Council meetings. The Secretary ensures that the minutes are distributed to members of Council in a timely fashion and are made available to the members of the community of faith through the KUC website. The Secretary ensures that the official minute books for Council and Committees are correct and complete, and that all records and documents pertaining to the governance of the community of faith are safely stored and available on request of the Regional Council.

4. STANDING COMMITTEES

(a) Duties of All Committees and their Members

- to determine the structure and decision-making process of the Committee
- to determine who among them will be responsible for convening meetings and for taking and circulating minutes of the meetings
- to determine who among them will represent the Committee as a member of Council
- to determine the place, date, time and duration of Committee meetings, preferably for the upcoming year, to facilitate maximum participation by Committee members and access by interested members of the community of faith
- to ensure that all members of the Committee understand the mandate, policies and procedures of the Committee
- to attend and participate in Committee meetings and activities
- to share together the total work of the Committee as defined by its responsibilities and functions
- to develop, adopt and implement policies, programmes and activities within the mandate of the Committee on their own initiative or as directed by Council
- to ensure that up-to-date policies and procedures pertaining to their mandate are available for inclusion in the Policy and Procedures Handbook
- to review the minutes of Council and other Committees
- to prepare reports of decisions and/or activities for communication to the community of faith
- to review the financing of Committee responsibilities for preparation of the Annual budget and the Annual Report
- to review the membership of the Committee and seek out candidates who might contribute to its work to assist the Council in its role as Nominating Committee
- to collaborate and consult with other Committees where required
- to empower members of the community of faith to form Ministry Teams to assist in specific tasks which are required to fulfill the Committee mandate and both support and facilitate the work of those Ministry Teams
- to receive and respond appropriately to correspondence associated with the mandate of the Committee

(b) Mandatory Standing Committees

Ministry and Personnel Committee

The Ministry and Personnel Committee (M&P) is constituted under the Manual to be responsible to the community of faith through the Council for fulfilling the Manual requirements with respect to human resources. Members of the Committee may be members or adherents and are elected by the community of faith at the Annual Meeting. The members of the M&P may not be members of any other Committee or Council although they may participate in Ministry Teams. M&P reports directly to the Council on at least a quarterly basis.

The **Ministry and Personnel Committee** shall, within the guidelines of The Manual, act as a resource and support for the staff and congregation with respect to any issues dealing with the ministry and personnel of the Church.

Ministry and Personnel Committee Functions and Responsibilities:

- ✓ Be available to the staff and any member(s) or group(s) within the Congregation to hear appreciations, concerns and resolve conflicts that may arise.
- ✓ Maintain a current knowledge of the personnel policies and the conflict resolution policies and procedures within the United Church of Canada and be prepared to utilize these resources in dealing with issues that arise.
- ✓ Advise Council of any issues which potentially or actually require Council to function as a Court of the Church and work with Council to follow appropriate procedures.
- ✓ Be available to the Covenant Commission and the Human Resource Commission of the Regional Council to hear any concerns they may have.
- ✓ Be a resource and support for each staff member and for the staff as a whole.
- ✓ Assign one member to each staff person to be their primary contact person.
- ✓ Organize meetings with staff to review their well-being and hear any concerns they may have.
- ✓ Carry out an annual performance evaluation of all the staff, making use of the most recent Community of Faith Profile and the job descriptions in place, to be shared in confidence with the specific staff member involved.
- ✓ All job description updates shall be brought to M&P, who shall review and give feedback to the relevant committees having regard for the Community of Faith Profile.
- ✓ Meet annually with each staff member to discuss salaries, benefits, working conditions and relationships with a view to proposing salary and benefit changes to the Council for budget purposes.
- ✓ Report to Council quarterly

The Trustees Committee

The Trustees Committee is constituted under the *Manual* and is responsible to the United Church of Canada and Kincardine United Church for fulfilling their *Manual* obligations. Members of the Committee may be members or adherents and are elected by the community of faith at the Annual Meeting. The Trustees are accountable to the Council and report to the Council at least twice a year.

General:

The Trustees Committee shall fulfill all functions of the Board of Trustees as detailed by the Manual (Section G.3) and must comply with all other United Church requirements for trustees and congregational property. They must meet the legal obligations of trustees within the Province of Ontario.

The Trustees are appointed by the community of faith at a congregational meeting. The majority of the Trustees must be members of the United Church. The called or appointed minister of the community of faith is automatically a member of the Trustees Committee. In the absence of a called or appointed minister, the pastoral supervisor appointed by the Region shall take this position.

Accountability:

The Trustees Committee is accountable directly to Council. The Trustees Committee acts on the instructions of Council and brings proposals for action to Council for approval. While Trustees are not accountable through the Administration Committee, they are expected to consult with the Administration Committee and its relevant Ministry Teams where their functions complement each other. The Trustees Committee shall report to Council at least twice yearly. The Trustees Committee may be represented at any Council meeting on an ex-officio basis but are expected to be represented when any agenda item pertains to their mandate.

Number:

The community of faith is responsible for deciding the number of Trustees. There must be a minimum of 3 and a maximum of 15, including the called or appointed minister or pastoral charge supervisor. As long as there are at least 3 Trustees, the Committee shall continue to act, even if vacancies occur. Should the number of Trustees fall below 3, Council shall fill any vacancies until the next congregational meeting.

Term:

Trustees shall be appointed for a term of 5 years on a staggered basis to ensure continuity. Trustees may be reappointed for additional terms as determined by the congregation.

Function and Responsibilities:

- ✓ Be responsible for all property and other assets held in trust for the community of faith, including real property and capital assets, but excluding the operating funds of the church
- ✓ Comply with all decisions about congregational property that are made by Council and the Regional Council
- ✓ Be responsible for the purchase and sale of furnishings for the church
- ✓ Be responsible for the safekeeping of the land title and deed and reviewing documents annually.
- ✓ Review the condition of all properties held in trust on an annual basis to ensure that all church properties are properly maintained at an appropriate level on behalf of the community of faith and report its findings to Council
- ✓ Review, purchase, administer and make necessary changes to the insurance policies on all church property held in trust to ensure that all liability issues are taken into account
- ✓ Receive, manage and invest bequests and special gifts given to the community of faith as designated by Council, and in accordance with the policies of the United Church of Canada
- ✓ Follow the Memorial, Planned Legacy & Designated Gifts Policy set by Council.
- ✓ Consistent with the procedures outlined in the UCC Trustees Handbook (2021) and within any policies established by the Council, Trustees will invest bequests and gifts on behalf of the church in a prudent manner, investing only in low risk ventures while striving to ensure secure dividends and returns
- ✓ Make no purchases on margin, nor borrow money to make any investment

- ✓ Review investments annually and report on investments to the congregation in the Annual Report
- ✓ Sign any contracts entered into by the community of faith and related to the above responsibilities as delegated by Council.

(c) Administrative Standing Committees

There are three (3) Administrative Standing Committees: Programme, Administration and Membership and Mission. These Committees are struck by Council to deal with administrative policies and strategic planning. Members of the Committees may be members or adherents and are elected by the community of faith at an Annual Meeting. Administrative Committees are accountable to the Council and send one member to each Council meeting to represent the Committee.

Programme Committee

The **Programme Committee** is generally responsible for worship, Christian education, communications, and the nursery. The Programme Committee is responsible for ensuring that The Manual requirements for these programme areas are met.

The Minister shall be a participating member, mentor and support for the Programme Committee. The Minister of Music and the Office Coordinator are available to act as support and resource people for the Programme Committee.

Programme Committee Functions and Responsibilities:

- ✓ Review the educational needs of the congregation and promote programmes (such as Bible study, prayer groups, book studies, lectures, etc.) to meet those needs.
- ✓ Develop standards, as appropriate, for the Christian education and learning programme of the Congregation.
- ✓ Select and approve curriculum material recommended for use within the United Church of Canada.
- ✓ Oversee the recruitment and appointment of Sunday School teachers and leaders.
- ✓ Plan and arrange training events for teachers to promote the appropriate use of curriculum materials.
- ✓ Plan and arrange for the delivery of skills workshops for teachers and members of the Congregation (such as active listening, conflict resolution, standards of behaviour etc.)
- ✓ Assist with organizing the annual Church and Sunday School Picnic.
- ✓ Oversee the organization of the Resource Centre.
- ✓ Oversee the administration and purchase of copyright licenses and the use of copyrighted materials (music and video.).
- ✓ Be responsible for all aspects of the Congregation’s worship.
- ✓ Oversee the Ministry Teams responsible for providing greeters, scripture readers, Communion servers, and other participants in the Worship of the Church.
- ✓ Approve major changes in the Worship service from time to time, in consultation with the Minister and the Minister of Music.
- ✓ Be responsible for all music, choirs, musicians and musical instruments in consultation with the Minister of Music.

- ✓ Decide policies for the use of Church instruments, such as the organ and the pianos in consultation with the Minister of Music.
- ✓ Ensure the provision of adequate nursery accommodation and care for pre-Sunday School children.
- ✓ Oversee the policies regarding marriages arranged through the Church.
- ✓ Arrange, as necessary, pulpit supply and guest speakers
- ✓ Be responsible for the use of the sanctuary.
- ✓ Work with the Minister to arrange inter-generational and family services, as well as other special events such as White Gift Sunday, Anniversary Sunday, and annual covenanting with teachers and leaders of the Sunday School, members of Council, and members of the UCW.
- ✓ Arrange for decoration of the Sanctuary for communion, baptism, and various holiday services such as Christmas Eve, Easter and Thanksgiving.
- ✓ Undertake public relations activities. Make available to the larger community information about programmes and events at the Church through the use of newsletters, the website, posters, advertisements, newspaper articles and photos, media interviews, etc.
- ✓ Recruit, train and empower teams of volunteers to provide appropriate technical support (audio and visual) for Services, programmes and events at the Church.
- ✓ Provide appropriate media Ministry through cable broadcasts, blogs and videotape resources.
- ✓ Oversee the audio/visual equipment and resources of the Church.

Administration Committee

The Administration Committee is generally responsible for property, finance, budget, and stewardship. The Administration Committee is responsible for ensuring that The Manual requirements for these functions are met.

The Minister shall be a participating member, mentor, and support for the Administration Committee. The Treasurer and Donation Steward are available to act as support and resource people to the Administration Committee.

Administration Committee Functions and Responsibilities:

- ✓ Administer all operating funds of Kincardine United Church.
- ✓ Review in Committee meetings the interim financial statements prepared by the Treasurer and recommend them for presentation to the Council.
- ✓ Draft and recommend to the Council financial policy in such areas as
 - a) Signing Officers for cheques and bank loans;
 - b) The policies regarding the investment of surplus funds;
- ✓ Ensure that funds raised for special projects which are not part of the approved budget of Kincardine United Church (such as the Food Grains Bank) are accounted for and revenues and disbursements are recorded appropriately and reported in the Annual Report.
- ✓ Take necessary action with regard to the provision of money to cover deficits in the general account and finance projects which have received the approval of Council.
- ✓ Monitor the activities of the Church Treasurer.

- ✓ Supervise and assist the Donation Steward in the recording of Church giving and the issuing of official receipts.
- ✓ Arrange for annual review/audit of finances and prepare the financial statements for the Annual Meeting of the Congregation.
- ✓ Produce and distribute regular quarterly financial statements.
- ✓ Arrange for the counting of Sunday and special occasion collections.
- ✓ Receive budgets from the Mandatory and Administrative Committees of the Church.
- ✓ Prepare the financial budget for the Annual Meeting of the Congregation on behalf of Council.
- ✓ Oversee all financial aspects of any Stewardship campaign undertaken by Council.
- ✓ Maintain and keep in good repair the Church building and its equipment such as lighting, plumbing, heating, cleaning windows, painting, repairs to furniture and equipment, etc...
- ✓ Maintain and keep in good repair the property surrounding the Church, including snow clearance, grass and plant care, the Church sign, lighting, etc.,
- ✓ Assess requests with respect to the property from other Committees and/or Council.
- ✓ Meet the accessibility requirements mandated by various levels of government and the United Church of Canada.
- ✓ Supervise and assist trades people as necessary.
- ✓ Assist other Committees and Ministry Teams with the most appropriate physical set-up for both regular and special occasions.
- ✓ Supervise the work of the Custodian and act as a support and resource to them.

Membership and Mission Committee

The **Membership and Mission Committee** is generally responsible for mission, outreach, membership, pastoral care, UCW, youth, and congregational life and fellowship.

The Minister shall be a participating member, mentor and support for the Membership and Mission Committee.

Membership and Mission Committee Functions and Responsibilities:

- ✓ Stimulate and encourage the development of activities such as teas, picnics, dinners, social groups etc. which will encourage the Congregation to get to know one another as we follow the Behavioural Covenant.
- ✓ Promote and honour within the Church the development and activities of Ministry Teams (such as youth groups, social clubs, men's clubs, couples' groups, seniors groups, etc.) with a special focus on nurturing their capacity for mutual support and enjoyment and promoting the well-being of Kincardine United Church.
- ✓ Honour the work and ministry of the United Church Women.
- ✓ Honour the work and ministry of children and youth within the Congregation.
- ✓ Recommend activities in all areas of Church life that will encourage a welcoming attitude and helpful reception of new members, adherents, visitors and families within our community of faith.
- ✓ Develop a flourishing lay visitation program by selecting, training, nurturing and honouring volunteers willing to visit members and adherents in their homes,

hospitals, nursing homes, etc. and by developing appropriate communication of needs and concerns to ministry staff.

- ✓ Promote the possibility of professional ministry and assist Ministry and Personnel in identifying those who might be called to ministry from among the members of the Congregation.
- ✓ Be responsible for planning and celebrating Professions of Faith, Transfers of Membership and Baptisms.
- ✓ Maintain the Current & Historic Membership Rolls and the Church Photo Directory and provide membership statistics as required,
- ✓ Educate and communicate with the Congregation about the local, national and international activities of the Mission and Service Fund and promote increased Congregational support for M&S and other mission and outreach projects such as the Food Grains Bank etc.
- ✓ Encourage study and provide resources, seminars and other activities to increase awareness and support for local community outreach efforts, justice issues and ecumenical projects.
- ✓ Take responsibility for the training of new Church members.
- ✓ Recruit, train and oversee a Ministry Team to conduct any Stewardship and visitation campaign undertaken by Council and ensure any such campaign is conducted in the context of pastoral care of the Congregation.
- ✓ Oversee a process to equip Ministry Mentors to help identify congregants' gifts and talents and be a resource to the Church for the purpose of calling people to specific tasks.

(d) MINISTRY TEAMS

Ministry Teams are groups formed to undertake specific tasks or functions. Ministry Teams may consist of one or more members or adherents. Ministry Teams may be self-generating or may be recruited by Council or a Standing Committee to meet a perceived need. Some Ministry Teams may meet regularly while others will function on an "as needed" basis. These groups are designed for those in the congregation who are called as "doers" rather than policy makers or administrators. Participation on Ministry Teams is unlimited and based on personal interest. When Ministry Teams discern that their mission is fulfilled or that there is no ongoing need for their activities, they may disband.

Ministry Teams may form or disband without any formal application to Council or Committees; however, when a Ministry Team forms or disbands, Council shall be informed so that their oversight function is fulfilled. Council shall inform the relevant Standing Committee when a new Ministry Team is formed. Ministry Teams shall be empowered to act under the umbrella of the relevant Standing Committee, which shall represent their interests, concerns and activities in discussions, policy decisions and actions of the Council. In particular, requests for all budgetary requirements and accounts of spending shall be through the relevant Standing Committee. The relevant Standing Committee shall be responsible for communicating decisions and actions of Council to the Ministry Teams they empower.

Because the Ministry Teams are expected to form and disband from time to time, the following list of possible Ministry Teams and the relevant Standing Committees to which they may relate are intended as examples only. Some Ministry Teams cited are well established and functioning; other new Ministry Teams might form to meet perceived needs in future.

Council: Existing Ministry Teams

Legacy Giving Team
Governance Task Group
Affirming Team

Programme Committee: Existing Ministry Teams

- Sunday School Teachers
- Nursery Helpers
- Choir
- KUCIE
- Special Flowers
- Book Studies
- Sacrament Guild
- Audio-Visual
- Webmaster
- Resource Centre
- License Reporting
- Booking Facilitators (shared accountability)

Administration Committee: Existing Ministry Teams

- Offering Counters
- Property Team
- Accessibility Team
- Booking Facilitators (shared accountability)

Membership and Mission Committee: Existing Ministry Teams

- Visitation Team
- Membership Steward
- Membership and Adherent Review Team
- Confirmation Class
- Youth Group

5. CHANGING AND ADAPTING TO FUTURE NEEDS

In determining the governance structures of the Church, the Congregation is mindful of the requirement to be adaptable as needs and resources of the Church change over time. Council may make minor changes in structure between Congregational meetings to meet particular circumstances which might arise but must seek the approval of the Congregation at the next Congregational meeting. The approval of the Congregation is required before any major change in governance structures or any alteration to the Mission Statement is implemented