



Vancouver, B.C.

GOVERNANCE ORGANIZATION

MAY 2015

Knox Governance

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Knox United Church Governance Structure – May 2015

Introduction

The Vision, Mission and Values Statements and the five priorities developed by the Congregation in 2013, presented the opportunity for the Knox Board to review its Governance Structure including the Terms of Reference to ensure that Governance was aligned with the “new” Vision and Mission.

In 2012 Knox adopted the Streamlined Board Governance Model. It was retained. The United Church of Canada (UCC) published a new Manual in 2013. This Manual was particularly helpful as it prompted a new assessment of the three mandated UCC management groups – the Knox Board, The Board of Trustees and the Ministry and Personnel Team.

In early April the Board held a Retreat focused on Governance. It recommended that representatives from all Teams be invited to contribute their input. This occurred on Saturday, May 2nd when all the teams were represented, some by 2 or more members.

The outcome of the Leadership Workshop led to the development of two new mission-related teams: *Exploring Faith; Stewardship and Social Justice* (Outreach) and a *Communication and Hospitality Team* to coordinate the expanded communication mandate and take responsibility for welcoming visitors to Knox. Terms of Reference were updated and developed. Each small group ministry found a home within a team to ensure they received appropriate support.

The Final Governance document was approved at the Congregation Meeting on Sunday May 24th.

It is the intention that this is a living document, which can change with the changing Mission and the realities of life both at Knox and in the wider church.

God is calling us to journey into the future together. Jesus is our compass, as we experience the Holy, seek justice and comfort the lonely. We look forward to our journey together, with a governance structure, which supports this Mission.

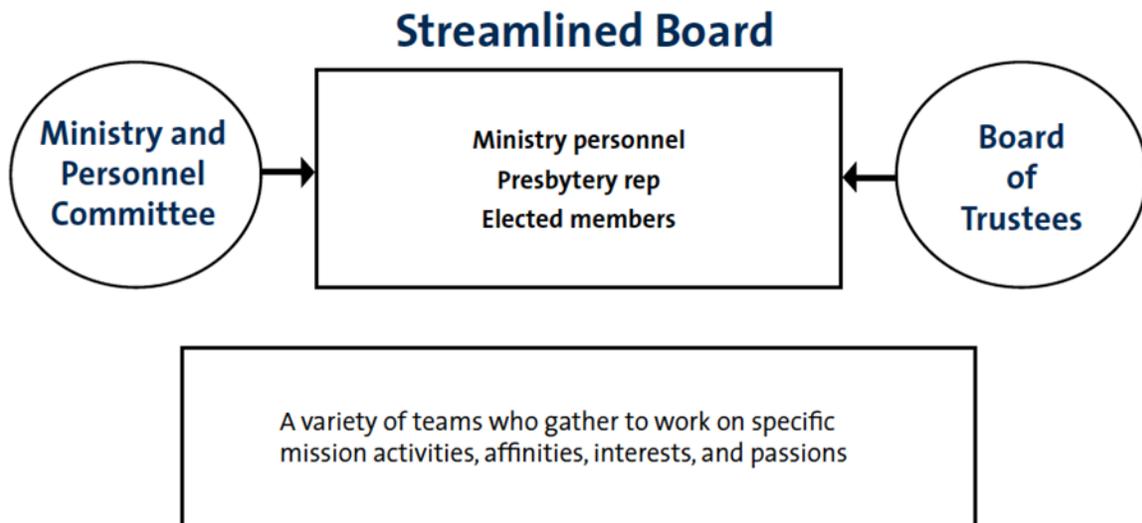
Knox Governance Model

GOVERNING BODY MODEL - STREAMLINED BOARD

Our Church Governance follows the mandate of *Models of Board Governance (2010)* - *The United Church of Canada*, and *The Manual 2013 –The United Church of Canada*.

In 2012 the Knox Congregation adopted a Streamlined Board Model, which was approved by Vancouver South Presbytery.

“This model is usually much smaller than the Unified Board or Church Council. Those who serve on the Board do not have to serve on any particular group, and those who serve with a group or team do not have to attend Board meetings. The streamlined Board empowers mission teams by providing overall directions and boundaries for action while freeing teams to manage their mission as they see fit. The Streamlined Board discerns mission, forms policy, develops strategies, deploys leaders, and monitors progress. Staff and participants have freedom and authority to act, guided by the congregation’s purpose and core values and the parameters of each leader’s role.”





VISION, MISSION, VALUES AND PRIORITIES

“And what does God require of **you** but
to **do justice**,
to **love kindness**,
and to **walk humbly with**
our **God?**”*

OUR VISION: The winds of the Spirit are blowing us in new directions! Along the way,

- Jesus is our compass
- Song fills our sails
- Worship and prayer sustain us
- Love and care support us in rough waters

OUR MISSION: Pushing off from the familiar shores of the past, we journey forward, experiencing the Holy, seeking justice, and comforting the lonely.

OUR VALUES:

- Learning and growing in faith
- Faith in action – in our community, and abroad
- Mutual respect and neighborliness
- Integrity and authenticity
- Justice, compassion and healing
- Laughing and playing together

OUR PRIORITIES:

- Worship
- Music
- Wisdom and Ageing
- Being a good neighbour
- Exploring Faith

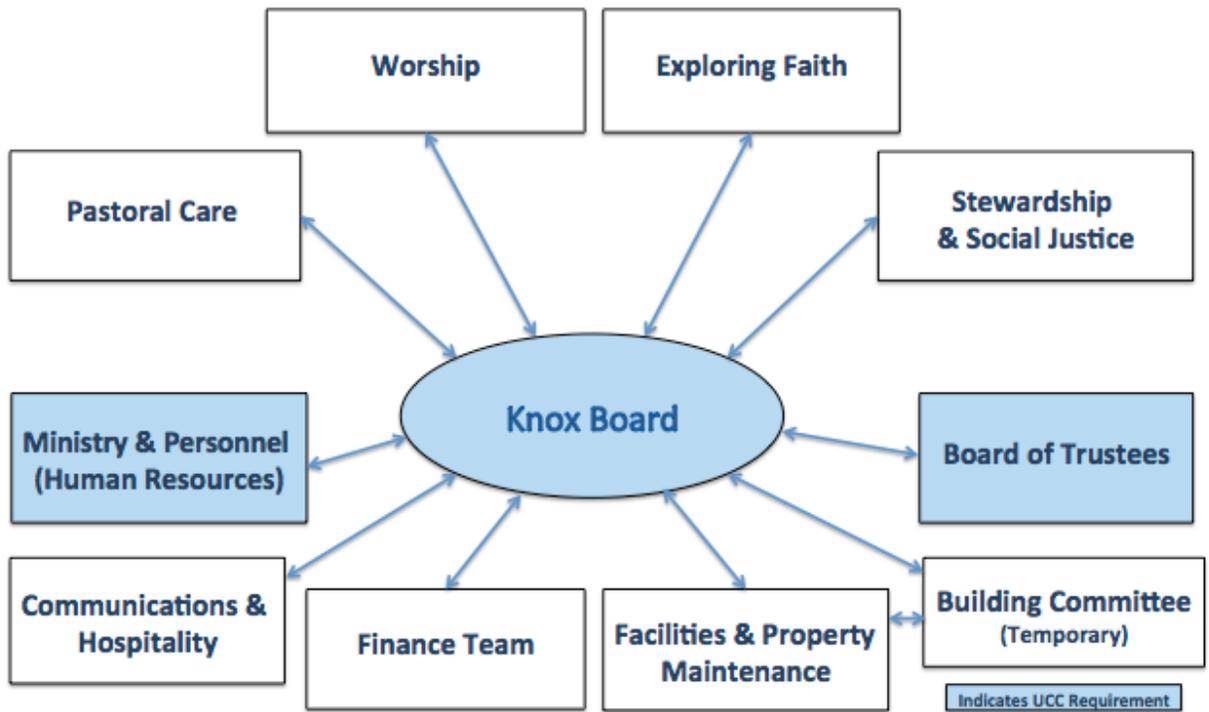
OUR INVITATION: Bring your songs, energy, and imagination – and join us on this journey!

*Micah 6:8

30th October 2013



Organization Chart



Terms of Reference

Preamble

The Congregation is responsible for approving the Governance Model, electing/confirming team members and approving a budget for the Congregation at congregational meetings

The Board is accountable to the Congregation. All organizations in the Congregation are accountable to the Board.

The Minister sits on all Boards, Committees and Teams by virtue of the position, except for the Ministry and Personnel and Nominations Team. The Minister may Chair the Board and Board of Trustees Meetings in the absence of the Chair. The Minister is required for a quorum of the Board.

A staff member may not be the Chair of a Team.

Team members are encouraged to make decisions wherever possible by consensus. Where this may not be possible a simple majority of those present will be taken.

To fully achieve Knox United Church's Vision and Mission, communication and collaboration is encouraged between the Board/Teams and other local churches and organizations in the general community, as well as other organizations in the United Church,.

Knox United Church Board

Terms of Reference

Overview

The Board discerns mission, forms policy, develops strategies, deploys leaders, and monitors progress¹

The Board has general responsibility for leadership in the care and oversight of the spiritual life and the interests of the congregation or pastoral charge²

The Board will work through Teams and Ministries to achieve many of its responsibilities.

The Board is accountable to the Congregation. All organizations in the Congregation are accountable to the Board. The Board approves new organizations or groups in the Congregation.

Faithful to Knox United Church's Vision and Mission, communication and collaboration are encouraged between the Board/Teams and local churches or organizations within the general community that have common goals, and also with other organizations in the United Church.

The Board will seek and receive communication quarterly from all Mission/Ministry Teams through various channels including the receiving of a copy of all agendas and recorded minutes.

Accountability

The Board is accountable to the Congregation

Members

Members of the Congregation, at an Annual Congregational Meeting, elect the members of the Board, including the designated Chair, Secretary, Treasurer, Presbytery Representative and other named members for election to a total of 6-8 persons.

The Board can appoint a member to replace one who can no longer continue, until the vacancy is filled by election at the next Congregation Meeting

The Minister is a member of the Board.

Meetings

The Board will meet at least once a month except for one month in the summer.

The Chair in advance of the meeting will distribute agendas to all members.

Notice of Meetings will be posted using Knox's usual communication channels.

A simple majority of the Board, including the Minister, will form a quorum.

Board members are to seek decisions wherever possible by consensus. If not, a simple majority of those present will decide.

The Board Secretary will take minutes and, after approval by the Board, ensure that they are posted in the Church office so that the Congregation is aware of the Board's decisions and actions.

Responsibilities

1. Spiritual Matters

The Board oversees the spiritual interests of the congregation including:

- Admitting people as full members;
- Removing people as full members
- Granting certificates of transfer of membership
- The discipline of members
- The administration of the sacraments
- Christian education
- Public worship
- The use of the church building
- Pastoral care and visiting
- Outreach in evangelism and social action.

2. Financial Matters

The Board has general oversight of the finances of the congregation, including:

- Fundraising
- Disbursement of funds
- The budget approved by the congregation or pastoral charge
- Authorize borrowing funds for the pastoral charge.

Specifically the Board will:

- a. In the Fall, provide the Finance Team with the priorities for the next year, prior to the Finance Team commencing the development of the draft budget for the following year.
- b. Together with the Finance Team, and when supported by the Board, present the proposed annual budget to the Annual Congregational Meeting.
- c. Receive a monthly financial statement for approval.

- d. **Changes to the Approved Budget**
 - i. The Board may make changes to the approved budget if it believes the changes are not major. The approval of the congregation or pastoral charge is not required.
 - ii. If the Board believes the proposed changes are major, the approval of the congregation is required. The Board must present the proposed changes to the congregation for consideration at a congregational meeting.

3. **Property Matters**

The Board gives orders and directions to the Trustees on property matters.

4. **Stewardship**

The Board will oversee Stewardship, which includes:

- a. Encouraging recognition of an individual's spiritual gifts and the use of them
- b. Educating the Congregation on the mission of the United Church, both locally and in the wider church;
- c. Educating the Congregation on the funds needed for this mission and how they will be used;
- d. Encouraging commitment and participation from the Congregation in this mission
- e. Reviewing regularly the balance of funds given for local purposes and funds.

5. **Pastoral Relations**

The Board deals with Pastoral Relations as directed by the Congregation.

"Pastoral relations" matters involve the ministry personnel, and the terms and conditions on which they serve the pastoral charge. These terms are set through an appointment.

6. **Personnel**

The Board is involved in determining, with the Congregation, the personnel needed to fulfill the Congregation's Vision and Mission within Knox's budget.

The Ministry and Personnel Team (M&P) assists the personnel to fulfill Knox's Vision and Mission to the best of their abilities. Its work is both consultative and supportive in nature.

Compensation recommendations are made to the Board by M&P for approval. M&P formulate the letters of offer and annual compensation, which are signed by the Board Chair or delegate.

7. Recommending Members to Presbytery

The Board recommends suitable members for the Presbytery's consideration as:

- a. Licensed lay worship leaders
- b. Sacraments elders;
- c. Inquirers; and
- d. Designated lay ministers.

8. Records and Completion of Statistical Forms

The Board ensures the following records are kept and statistical records submitted to the General Council Office:

- a. The membership roll of the Congregation
- b. The record of children and adherents
- c. The register of baptisms, marriages, and burials
- d. Completes the annual congregational statistical and information forms, and returns them to the General Council Office by the required date.

9. Representing the Congregation to Presbytery

The Board represents the Congregation when the Congregation has authorized it to communicate with the Presbytery about the Pastoral Relationship.

10. Proposals and Reports

- a. The Board receives, makes decisions on, and transmits proposals to the other courts.
- b. The Board shares reports it receives on action by the Presbytery, Conference, and General Council with the Congregation.

11. Annual Congregational Meeting

The Board will organize the Annual Congregational Meeting.

12. Nominations

The Board will appoint a Nominations Team of 2-4 members each year 3 - 4 week prior to the Annual General Meeting to recommend people who are eligible, suitable, and willing to serve in positions in the Congregation. The Minister is not a member of the Nominations Team.

1. Models of Board Governance (2010) - The United Church of Canada – Page 11
2. The Manual 2013 –The United Church of Canada Section 7.4.14 Page 65

Board of Trustees

Terms of Reference

Overview

The Board of Trustees operates under the directions of the Model Trust Deed. That document is part of the United Church of Canada Act and may only be changed by legislation. The following is intended to be a faithful representation of the Model Deed Trust. If there is any discrepancy in these Terms of Reference, the Model Deed Trust prevails³

There is a Congregational Board of Trustees Handbook, which is available from the United Church of Canada's General Council Office. This handbook sets out the United Church requirements for trustees and congregational property in more detail.

The Congregation is responsible for having a Board of Trustees for the Congregation.

Accountability

The Board gives orders and directions to the Trustees on property matters.
The Trustees report regularly to the Knox Board

Members

The Congregation is responsible for appointing a minimum of three and a maximum of 15 trustees, including the Minister.
A majority of the trustees must be members of the United Church.
The Minister is a member
Other aspects of trustee membership can be found in the UCC Manual 2013

Meetings

The Board of Trustees must meet at least once annually to prepare a report to the Annual Meeting of the Congregation.
For Boards with less than nine trustees or fewer members, a majority of the trustees must be present for a quorum.
Trustees make all decisions by the majority vote of the trustees present at a meeting. The Chair votes only if there is a tie in the voting.
Reporting - Minutes should be kept of all meetings and a copy sent to the Board and to the Church Office.
More specific details relating to the conduct of Meetings can be found in the UCC Manual 2013.

Responsibilities

1. Holding Congregational Property

The Trustees are responsible for holding all congregational property for the congregation as part of the United Church. This property is for the use and benefit of the congregation including money and investments.

The Trustees must give the same care and attention to congregational property as a reasonable person would give to their own property.

The Trustees may sell, lease or mortgage church property with the consent of the Presbytery.

Trustees must ensure that all taxes are paid, that the Congregation carries adequate property and liability insurance, and that procedures for maintenance and repairs are in place.

2. Compliance with Decisions and Other Requirements

The Trustees must comply with all

- a. Decisions about congregational property that are made by the Knox Board, the Presbytery and the Conference; and
- b. Other United Church requirements for trustees and congregational property.

3. Books and Records

The Trustees are responsible for

- a. Keeping records of all funds that are received and disbursed by them
- b. Keeping records of all their meetings, which clearly indicate any decisions made at those meetings.

4. Trustees Not Liable

A trustee is not personally responsible for any loss or damage to any congregational property.

There is an exception. A trustee is liable for loss or damage if:

- a. It was caused by the trustee's own action;
- b. The trustee's action was intentional or negligent; and
- c. The trustee was not meeting the requirements of the United Church or of secular law for trustees.

The word "action" here includes an "omission," where a trustee does not take a particular action, either intentionally or unintentionally.

Ministry and Personnel Team

Terms of Reference

Overview

The Ministry and Personnel Team (M&P) is a mandatory committee required by the by-laws of the United Church of Canada under every model of church governance.

The overarching goal of the staff is to support the Congregation in living out its vision and mission. M&P assists the staff members to fulfill this goal to the best of their abilities. Its work is both consultative and supportive in nature. It does not have decision-making authority.

The Ministry and Personnel Committee Guidelines (January 2010) aims to help M&P Teams clarify their roles and build positive, trusting relationships.

Accountability

The M&P Team is accountable to the Board

Members

The Team shall consist of not less than three and not more than seven representatives of the Congregation. Members are elected at the Annual Congregation Meeting. One member will be the Chair

When selecting members, the nomination team should be aware of the special skills and experience required for this Team. Preferably members should have a variety of backgrounds and life experience.

Members of staff, including the Minister, or immediate members of their families, cannot be members of the Team. The M&P Guidelines (2010) Page 8 further clarifies situations where there may be potential confusion and conflict of roles and therefore eligibility as members of the M&P Team.

Members of the Team should be actively involved in the life of the congregation.

Team members should be prepared to consult widely to hear from the diverse voices in the Congregation.

New members should be orientated to the work of the M&P Team and attend a training workshop offered by the BC Conference and should receive a copy of the Guidelines.

Meetings

The Team shall meet quarterly or more often as circumstances warrant.

The Chair is responsible for developing the Agenda and ensuring that someone takes Minutes. The UCC M&P Guidelines (Page 11) identify what should be included in the regular quarterly reports to the Board.

Records

1. Best practices suggest that records should be kept of M&P Team Meetings and include the date and time, who attended and any actions taken or to be taken. Much of the meeting will be in camera and will not be recorded.
2. M&P files: A general file for the Team should be kept, containing public documents such as handbooks and resources and position descriptions.
3. Personnel: A confidential file, accessible only to the M&P Team, will be kept in a secure place accessible for each ministry personnel and staff person in the church office.

Responsibilities⁴

1. Available for consultation and support for matters involving the staff
2. Oversees the relationship of the staff to each other and to people in the Congregation
3. Regularly reviews the working conditions, job descriptions and compensation of all pastoral charge staff
4. Makes any recommendations as needed as a result of these reviews to the Board
5. Revises position descriptions of staff as needed
6. Conducts annual performance reviews of the staff
 - a. Provides feedback on areas of strength as well as opportunities for development
 - b. Helps the staff to set annual goals which align to the Congregation's Vision and Mission and Priorities and fulfill the Congregation's ability to live out its Vision and Mission.
7. Participates in the hiring of new staff members
8. Ensures staff make use of opportunities for continuing education that they have been given
9. Maintains close contact with the Vancouver South Presbytery Pastoral Relations Committee.
10. With the assistance of Finance, the Team prepares budget requests annually, typically in the fall, for programs under consideration for the following year

4. UCC Manual 2013 P67

The Building Committee

Terms of Reference

Overview

The Building Committee is an ad-hoc Committee of the Knox Church Board struck to take responsibility for the development of the new Fellowship Centre, managing the Development Contract with the Developers, responding to any requirements requested of Knox by the City of Vancouver and the Presbytery and managing the budget.

Networking, communication, consultation with the Board, the Knox Teams and the Congregation is important to fully realizing the Mission at Knox.

The Building Committee will seek feedback from Knox members where appropriate.

Accountability

The Building Committee is accountable to the Board and reports every 3 months or more frequently as and when the need arises.

The Chair of the Building Committee will keep the Chair of the Board fully informed on the progress of the Project as well as conformance to previously agreed budgets.

Members

The Team shall consist of five or more members, including a member of the Board and the Chair of the Facilities and Property Management Team.

The Minister is a member of the Team.

As this Committee has a highly specialized function, the Board will appoint the Chair and Co-Chair, who will recruit members to be confirmed and appointed by the Board.

One Board member shall normally attend all meetings of the Committee.

A quorum will consist of 3 members.

Project Management Group

The Project Manager is the Committee Chair. Two other members will act as Associate Project Managers. All three will form the Project Management Group, which provides day-to-day management of the Project. One of the Project Managers will be Co-Chair.

Meetings

The Building Committee will meet as required to address the requirements of the Project obtaining feedback from Knox members where and when appropriate.

The Chair will develop an agenda in advance of the meeting and ensure that Minutes are taken. Copies of minutes of the meeting will be sent to the Board in a timely manner.

Responsibilities

1. The Committee will represent the Board, to the extent specifically delegated by the Board, during the term of the proposed redevelopment of the Church in all matters related to the progress of the Project. This includes such matters that require discussions with Presbytery or officials of the City of Vancouver.
2. The Board will consult with teams and members of the Congregation from time to time as the building is developed and built to ensure that there is sufficient Knox input.
3. The Committee shall have overall responsibility for:
 - Completing the negotiations for the sale of 120 feet of property fronting on Balaclava Street with the purpose of constructing a new Fellowship Centre and achieving the maximum financial advantage for the benefit of the Church.
 - All aspects of the Project, including the control of costs of equipment and furnishings.
 - Direct control of all expenditures related to the Project including the Heritage upgrading and other improvements to the Sanctuary (exterior and interior).
 - The development of budgets for the components of the Project, which, following specific approval by the Board will become the responsibility of this Committee to execute in the most efficient manner possible.
4. The Committee may enter into any contracts or sales agreements and may retain any consultants including legal consultants that are considered necessary for the further development of the Project and are within the constraints of budgets previously approved by the Board.

Communications & Hospitality Team

Terms of Reference

Overview

The following portions of the Vision, Mission and Values statement guide and direct this team:
from Micah: "...do justice, love kindness..."

Vision: *The winds of the Spirit are blowing us in new directions;
Love and care support us in rough waters*

Mission: *We journey forward*

Values: *Mutual respect and neighbourliness,
Integrity and authenticity*

Priorities: *Being a good neighbor*

The Communications & Hospitality Team

- Designs and executes an internal and external communications strategy approved by the Board
- Ensures that newcomers to Knox are provided with suitable resources to learn more about the life and work of the congregation (New Directions "*a way in to the Holy*").

The Team collaborates and partners with local, national and global partners e.g. Westside churches, BC Conference, General Council, other denominations and community groups.

Internally within the Knox community the Team, will work collaboratively with the church office, individuals, teams, staff-members, newcomers, renters, users and the Minister in order to fulfill its Terms of Reference.

Accountability

Reports to the Board, updating the Board every 3 months, and keeping the Board apprised of important activities or situations.

Members

A minimum of three members are elected by the Congregation, one of whom will be the Chair
Members should be recruited for their expertise, experience and interest

The Minister is an ex officio member

The Board Chair is an ex officio member

Meetings

Meetings occur seasonally in-person (Welcome back Sunday, Thanksgiving & All Saints, Advent & Christmas, Lent & Easter, summer activities).

The Team will collaborate much of the time using various forms of technology as the need arises.

The Chair will be responsible for developing the Agenda and ensures that someone will take Minutes and sends a copy to the Board in a timely manner.

Team members are encouraged to make decisions wherever possible by consensus. Where this may not be possible a simple majority of those present will be taken.

Responsibilities

1. Responsible for setting a communication strategy for Knox and getting it approved by the Board. This includes which media platforms are most effective
2. Develops an annual communications schedule
3. Ensures promotion of Knox's vision, mission, values and priorities
4. Ensures that opportunities are used to promote the activities of Knox's rental groups
5. Ensures important information is cascaded from the broader church
6. Ensures that the local community is engaged in activities and conversation
7. Supports the development of the Annual Report and other internal publications
8. Helps organize forums or other Knox events
9. Newcomers
 - a. Ensures newcomers are identified and become connected to the congregation through early and frequent communication.
 - b. Ensures various digital and print media are kept up-to-date which are of interest to newcomers: brochures, pew cards, welcome packages, website info, etc.
10. Ensures information on newcomers and intermittent visitors, and their needs, is relayed to the Minister
11. Together with the Finance and Stewardship and Social Justice Teams, will take responsibility for the annual Stewardship Campaign supporting the local financial offerings of the Knox Congregation and community
12. With the assistance of Finance, the Team prepares budget requests annually, typically in the fall, for programs under consideration for the following year
13. Invites feedback from the congregation.

Exploring Faith

Terms of Reference

Overview

Given that the Exploring Faith Team supports the United Church of Canada's affirmation of a loving God, it also has charge of the following portions of the Vision, Mission and Values statement:

- From Micah: "...walk humbly with our God";
- Mission: *Experiencing the Holy*;
- Values: *Learning and growing in faith; and Integrity and authenticity*
- Priorities: *Exploring faith, Wisdom & ageing (Eldering*)*

The Goal of the Exploring Faith Team is to develop and nurture faith and spiritual exploration of congregants, adherents and interested people of all ages.

Exploring Faith includes exploration of the values of integrity and authenticity, personal and shared, for a revitalizing congregational and personal life. It is also to support and encourage mutual support and build bonds of community.

The Team collaborates and partners with local, national and global partners; e.g. west side churches, BC Conference, General Council, other denominations

Networking and communication between the Board, Knox Teams, and the Congregation is important to fully realizing the Mission at Knox.

Accountability

Reports to the Board, keeping the Board appraised of important activities or situations as appropriate

Members

A minimum of three members are elected by the Congregation, one of whom will be the Chair. The Minister, Youth Coordinator and the Board Chair are ex officio members.

Meetings

The Team meets at least 4 times per year.

The Chair will develop an agenda in advance of the meeting and ensure that Minutes are taken. Copies of minutes of the meeting will be sent to the Board in a timely manner.

Team members are encouraged to make decisions wherever possible by consensus. Where this may not be possible a simple majority of those present will be taken.

Responsibilities

1. Develops programs and themes which support the vision, mission, values and priorities of Knox, in consultation with the Minister
2. Develops programs sensitive to the safe expression of hopes, doubts and fears regarding faith and spirituality, in order to meet people where they are
3. Provide for development and leadership of learning activities – studies, forums, workshops, and others -which support the team’s goals. Activities may be ongoing or a series, such that at least one program is offered throughout the year excepting July, August and December
4. Provides opportunities for Eldering - transforming the experience of growing older – for growing in wisdom and faith, and sharing our wisdom and faith experiences with others
5. Provides opportunities for young people and families to grow in faith, in coordination with the Worship Team, the Minister and the Youth Coordinator
6. Supports the ongoing work and development of Prayer and Share
7. Programs should be offered in coordination with other Knox teams’ offerings
8. Provides opportunities to explore other faiths
9. Has care for the library - books and other formats - its development and maintenance
10. With the assistance of Finance the Team prepares budget requests annually, typically in the fall, for programs under consideration for the following year
11. Invites feedback from the Congregation.

* “Eldering” means transforming our experience of growing older. It is an opportunity to have the rest of our life be richer and more rewarding than we can imagine. Refer to:
http://www.eldering.org/eldering_defined; <http://sage-ing.org>;
<http://www.centerforconsciouseldering.com/content/what-conscious-eldering>

Facilities and Property Maintenance Team

Terms of Reference

Overview

The Facilities and Properties Management Team is responsible for short and long term maintenance of the church facilities and property.

The Team collaborates and partners, where appropriate, with other churches and other organizations within the Westside and Vancouver to fulfill its responsibilities.

Networking and communication between the Board, the various Teams at Knox and the Congregation is important to fully realizing the Mission at Knox.

Accountability

Reports to the Board, keeping the Board apprised of important activities or situations as appropriate.

Members

A minimum of four members are elected by the Congregation, one of whom will be the Chair
The Minister is an ex officio member.

The Board Chair is an ex officio member.

Meetings

Meetings will occur at least quarterly and as needed.

The Chair will develop the Agenda and ensure that someone will take Minutes, sending a copy to the Board in a timely manner.

Team members are encouraged to make decisions wherever possible by consensus. Where this may not be possible a simple majority of those present will be taken.

Responsibilities

1. Develops, documents and performs an annual schedule for maintenance, which will be shared with the Board

2. Ensures that the:
 - a. Building is inspected and maintained in accordance with city bylaws (eg. Fire suppression systems)
 - b. Security system is inspected annually and monitored on a daily basis
 - c. Waste is removed from the property in accordance with city bylaws.
3. Takes responsibility for the monitoring and operation of the heating system
4. Takes responsibility for the operation and quality of the Knox Public Address systems
5. Ensures that the church buildings and lands are clean, in good condition, and are appropriately welcoming for all the events that occur in them
6. In conjunction with the Ministry and Personnel Team, supervises the work of the Church Custodian, and ensures that the Job Description and hours allotted for the work are appropriate to meet expectations
7. Ensures that people have been identified that will respond to emergency situations involving property and security, both during and outside of normal operating hours
8. Ensures that the church hires a consultant biannually, to inspect, maintain and advise on office hardware and software, and to ensure that all technology equipment meets current standards and preserves confidentiality
9. Develops a budget for the following budget year with the Finance Team that addresses both property and technology needs for the coming year
10. Ensures that the market is tested regularly to make sure Knox is paying competitive rates for security system, office supplies, photocopier, cleaning and maintenance supplies and phone/internet/wireless systems
11. Invites feedback from the Congregation.

Finance Team

Terms of Reference

Overview

The Finance Team acts as a financial advisory team to the Board, preparing a draft budget annually after the Board has identified priorities for the coming year.

The Board has general oversight of the finances of the Congregation. The Finance Team, in the absence of a treasurer, will produce monthly financial statements to the Board and monitor disbursements.

The Team collaborates and partners, where appropriate, with other churches and other organizations within the Westside and Vancouver to fulfill its responsibilities.

Networking and communication between the Board, the various Teams at Knox and the Congregation is important to fully realizing the Mission at Knox.

Accountability

Reports to the Board, keeping the Board apprised of important activities or situations as appropriate.

Members

The Congregation elects a minimum of four members preferably with training and/or expertise in financial affairs

One member will be the Chair

The Minister is an ex officio member

The Board Chair is an ex officio member.

Meetings

Meetings will occur at least quarterly and as needed.

The Chair will develop the Agenda and ensure that someone will take Minutes sending a copy to the Board in a timely manner.

Team members make all decisions wherever possible by consensus. Where this may not be possible a simple majority of those present will be taken.

Responsibilities

1. In October each year, prepares a draft budget for the Board after receiving the Board and Teams priorities for the following year
2. By October receives each Team's anticipated budget for the next year and by November prepares the annual budget for the next year
3. Presents the draft budget to the Board for approval
4. Jointly with the Board, presents the draft budget to the Congregation at the Annual Congregational Meeting at the beginning of each year
5. Ensures that funds received for the ministry of the Congregation are disbursed as set out in the approved budget in the following order of priority:
 - a. Remuneration of the ministry personnel serving the Congregation
 - b. Assessments payable to the United Church pension fund and the group insurance plan
 - c. Salaries of other staff of the Congregation or pastoral charge
 - d. Assessment to meet presbytery and Conference expenses
 - e. Other capital and current expenses of the Congregation
6. Prepares monthly financial statement for the Board. The Chair or another member of the Team will attend the Board Meeting when requested to keep the Board apprised of the state of the budget.
7. Changes to the Approved Budget
 - The Board may make changes to the approved budget if it believes the changes are not major. The approval of the Congregation is not required.
 - If the Board believes the proposed changes are major, the approval of the congregation is required. The Board must present the proposed changes to the congregation for consideration at a congregational meeting.
8. Together with the Stewardship and Social Justice and Communication and Hospitality Teams, will take responsibility for the annual Stewardship Campaign, supporting the local financial offerings of the Congregation and community
9. Liaises with the church office and sets standards to ensure that there is an appropriate process in place for counting the money and ensuring it is kept secure before being deposited in the bank.
10. Independent Review/Audit

From time to time, independent reviews may be requested by the Board or recommended by the Finance Team.

10. Renters and User groups

- With the approval of the Board and the Minister, develops and maintains the principles as to which renters and users may rent the church property.
- Develops and maintains the terms and conditions under which a renter may rent the church property, along with a schedule for payment.
- Works with the renters to ensure that arrangements suit both parties.

11. Invites feedback from the Congregation.

Pastoral Care Team

Terms of Reference

Overview

The Pastoral Care Team, working closely with the Minister, takes leadership for the pastoral care and visitation of the Congregation.

The following portions of the Vision, Mission and Values statement guide and direct this Team:

- Micah: “...do justice, love kindness...”
- Vision: *Jesus is our compass; Love and care support us in rough waters*
- Mission: *we journey forward, comforting the lonely*
- Values: *mutual respect, neighbourliness, integrity and authenticity*
- Priorities: *wisdom and ageing; being a good neighbour*

The Team collaborates and partners with other churches and other organizations within the Westside and Vancouver to fulfill this responsibility. These activities may involve the provision of direct services and support for individuals and their carers as well as caring for their spiritual needs. Shared education programs provide information to the congregation and other people in the community to better understand expectations and be aware of services in the community.

Networking and communication between the Board, the various Teams at Knox and the Congregation is important to fully realizing the Mission at Knox.

Accountability

Reports to the Board keeping it apprised of important activities or situations as appropriate. The committee is careful to maintain confidentiality. This will affect the reporting.

Members

A minimum of 4 members with training and/ experience in pastoral care are elected by the Congregation in consultation with Minister

One member (not the Minister) will be identified as the Chair

The Minister is an ex officio member

The Board Chair is an ex officio member

Meetings

Meetings will occur monthly except during the summer months.

The Chair will be responsible for developing the Agenda and ensures that someone will take Minutes and send a copy to the Board in a timely manner.

Responsibilities

1. Provides pastoral care and visitation to the Congregation in need, in consultation with the Minister
2. Trains, studies and reflects on the best way to respond to pastoral needs
3. Supports:
 - a. A Card Ministry
 - b. The provision of name tags for Sundays
 - c. The distribution of flowers after Worship to members of the Congregation
4. Oversees:
 - a. Tea Time Talk
 - b. The Healing Touch Ministry
5. Provides support to families planning a Reception following a Memorial Service or Celebration of Life held at Knox
 - a. The family of the deceased person is provided with a Memorial Reception Information Package developed by the Pastoral Care Team
 - b. A member of the Team is a reception liaison to the family
6. Helps update the church directory on an ongoing basis by:
 - a. Providing information to the church office to ensure the Knox database is kept updated
 - b. Maintaining an emergency contact list
7. With the assistance of Finance the Team prepares budget requests annually, typically in the fall, for programs under consideration for the following year
8. Invites feedback from the Congregation

Stewardship and Social Justice Team

Terms of Reference

Overview

The founders of the United Church believed that ours is a living faith, a faith that is expressed not only in ministry, but also in mission in and with the world.

Christians are called to participate in God's mission - the mission reflected in Jesus' life and ministry. We do that as stewards in every decision about how we (as individuals and in faith communities) use all that God gives us - time, abilities, material resources, relationships - in a lifestyle of discipleship. (United Church website)

The following portions of the Vision, Mission and Values statement guide and direct this team:

- From *Micah*: “...do justice, love kindness, walk humbly with our God”
- Vision: *the winds of the Spirit are blowing us in new directions; Jesus is our compass*
- Mission: *we journey forward, seeking justice and comforting the lonely*
- Values: *mutual respect; neighbourliness; integrity and authenticity; justice, compassion and healing*
- Priorities: *being a good neighbour; wisdom and ageing*

The Team collaborates and partners with other churches and other organizations locally and globally to fulfill this responsibility where appropriate.

Networking and communication between the Board, the various Teams at Knox and the Congregation is important to fully realizing the Mission at Knox.

Accountability

Reports to the Board keeping the Board apprised of important activities or situations.

Members

A minimum of three members are elected by the Congregation, one of whom will be the Chair

The Minister is an ex officio member

The Board Chair is an ex officio member.

Meetings

Meetings will occur at least quarterly and as needed.

The Chair will develop the Agenda and ensure that someone will take Minutes sending a copy to the Board in a timely manner.

Team members are encouraged to make decisions wherever possible by consensus. Where this may not be possible a simple majority of those present will be taken.

Responsibilities

1. Encourage recognition of an individual's spiritual gifts and the use of them in furthering the Mission of the worldwide church at home and abroad
2. Annually acknowledge the contributions of the Knox community
3. Takes responsibility for promoting awareness around special appeals as identified by the Board. Recommend recipients for special appeals to the Board
4. Throughout the year:
 - a. Provide education regarding stewardship, outreach opportunities and social justice
 - b. Together with the Congregation, seek areas for focused action and giving
5. Together with the Finance and Communications and Hospitality Teams organize an annual stewardship campaign supporting the Mission and Service of the United Church
6. Provide regular support to:
 - a. First United Church including the Sandwich and Coin and Can groups
 - b. The Knox Community Lunch Ministry
 - c. The Sunday Kitchen and Coffee Ministry
 - d. Rip and Stitch
 - e. Men's breakfast Group
7. Support and encourage Special stewardship-related Events throughout the year
8. With the assistance of Finance, the Team prepares budget requests annually, typically in the fall for programs under consideration for the following year

The Worship Team

Terms of Reference

Overview

Together with the Minister, the Worship Team leads all aspects of worship services and the administration of the Sacraments at Knox working closely with the Minister.

The Vision and Mission provide guidance for the activities of the Team, in particular, the following portions:

- Micah: “...walk humbly with our God”
Vision: *The winds of the Spirit are blowing us in new directions;
Jesus is our compass;
Song fills our sails;
Worship and prayer sustain us;
Love and care support us in rough waters*
Mission: *We journey forward, experiencing the Holy*
Values: *Learning and growing in faith;
mutual respect, neighbourliness,
integrity and authenticity;
Justice, compassion and healing*
Priorities: *Worship; Music & Exploring Faith*

The Team collaborates and partners with other churches and other organizations within the Westside and Vancouver to meet this responsibility.

Music, Youth and Family Education is a critical part of Sunday Worship.

The Team collaborates and partners with other churches and other organizations within the Westside and Vancouver as needed to meet its responsibilities.

Note:

The Music Task Force will make recommendations to the Board in the next few months. Once the Board has reviewed these, the Terms of Reference of this Team may need to be revisited.

Accountability

Reports to the Board keeping the Board apprised of important activities or situations.

Members

A minimum of four members (excluding the Minister and staff) are elected by the Congregation, one of whom will be the Chair

The Minister and the music staff are ex officio members.

The Board Chair is an ex officio member.

Meetings

The Team will meet at least 4 times/year, at the call of the Chair or at the request of the Minister. The Chair will develop the Agenda and ensure that someone will take Minutes and send a copy to the Board in a timely manner.

Team members make all decisions wherever possible by consensus. Where this may not be possible a simple majority of those present will be taken.

Responsibilities

1. Responsible for creative, challenging and engaging forms of worship being aware of changes in approaches to worship in the church today
2. Through a variety of worship, communication and music styles, ensure that worship is accessible to a wide range of ages, language abilities and physical challenges. (from New Directions: “Accessible to the worship – a way to the Holy”)
3. Plans, in consultation with the Minister, the:
 - a. Celebration of the church seasons and special occasions (Christmas, Lent, Pentecost, etc.)
4. The Minister, in consultation with the Worship Team reviews, discusses, responds to and advises the Board on:
 - a. Sacraments - communion, baptism
 - b. Confirmation, transfer of memberships, weddings, celebrations of life.
5. Organizes Sunday worship including:
 - a. All Sunday morning music, via minister, choir director and organist
 - b. Various types of presentations to complement the Worship Service
 - c. Finding Scripture readers
 - d. Finding ushers and greeters
 - e. Finding communion servers and elements
 - f. Procuring flower arrangements for weekly Sunday services

6. Takes responsibility for locating supply ministers as needed
7. Plans and encourages children, youth and family involvement and participation in worship
8. Ensures care and tuning of instruments
9. To be consulted about use of sanctuary for special worship and sacred events
10. With the assistance of Finance the Team prepares budget requests annually, typically in the fall, for programs under consideration for the following year
11. Invites feedback from the Congregation