KINGSWAY-LAMBTON
UNITED CHURCH
PLAN OF ADMINISTRATION

June 21, 2022

OUR MISSION

Kingsway-Lambton is a welcoming community seeking to receive, enjoy and share the love of God in Jesus. No one is ever alone.

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KINGSWAY-LAMBTON UNITED CHURCH
Plan of Administration

INTRODUCTION

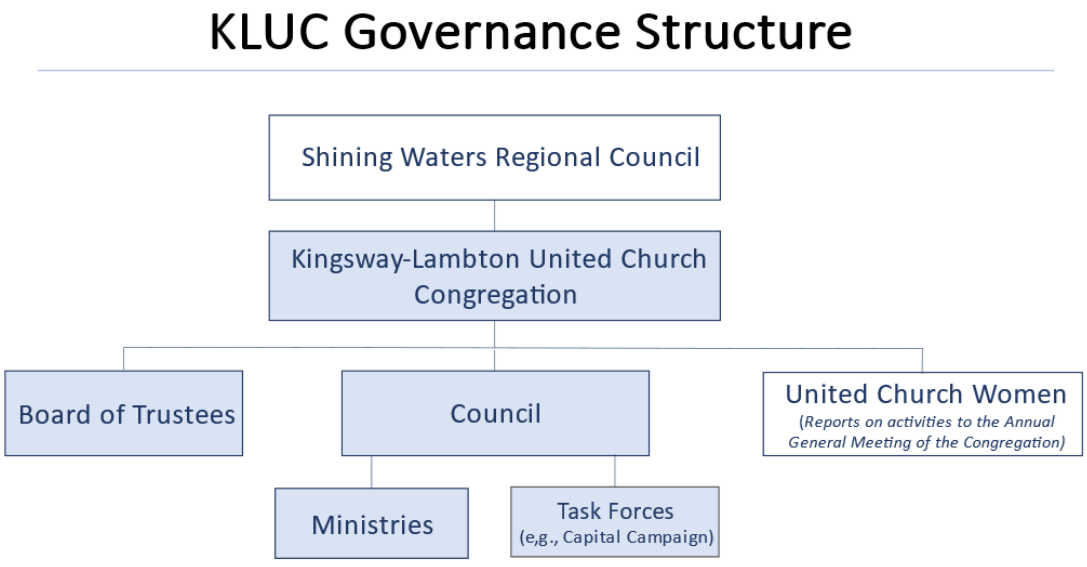
This document outlines the Plan of Administration for Kingsway-Lambton United Church (the Church), a Community of Faith within The United Church of Canada. As such, the Congregation adheres to the bylaws and policies set out in the United Church Manual (Manual) [UCM 2021].

The Church Congregation adopted a Council governance model in 2022 in response to the results of risk assessment surveys conducted in 2019 and 2020. In February 2021, a working group called the Governance Review Team (GRT) was formed to review the Church's Official Board style structure and to recommend a lighter, more agile structure to help the Church fulfill its mission efficiently and, in turn, be more appealing to its volunteer base. After significant consultation, the Church Council model outlined below was recommended by the Official Board and approved by the Congregation and the Regional Council.

This Plan of Administration operationalizes the Council model by outlining the organizational structures necessary to fulfill the Congregation's mandate. Reviews and amendments will be made to this document as required to keep it current. Suggestions for amendments may come from any source within the Congregation. Amendments will require the approval of not less than a two-thirds (2/3) majority of those present and voting at a properly constituted meeting of the Congregation. Individual Terms of Reference will be drafted by each Ministry and approved by the Council to establish the Ministry's individual plan of administration in accordance with its goals, plans and budget.

OVERALL GOVERNANCE STRUCTURE

The Kingsway-Lambton Congregation is governed by the Council supported by the Board of Trustees and a structure of Ministries. [UCM 2021: B.7.2.1]



The Congregation of the Church is committed to four pillars to lead our Church into the future, which include:

- Living and Sharing our Faith
- Living our Faith in the Community
- Ensure Volunteer Leadership Continues
- Maintaining our Financial Viability

These pillars form the basis for developing the Church's longer-term strategy, annual goals and priorities. On an annual basis, these pillars are revisited to ensure relevance and that it continues to reflect the desired direction for the Church.

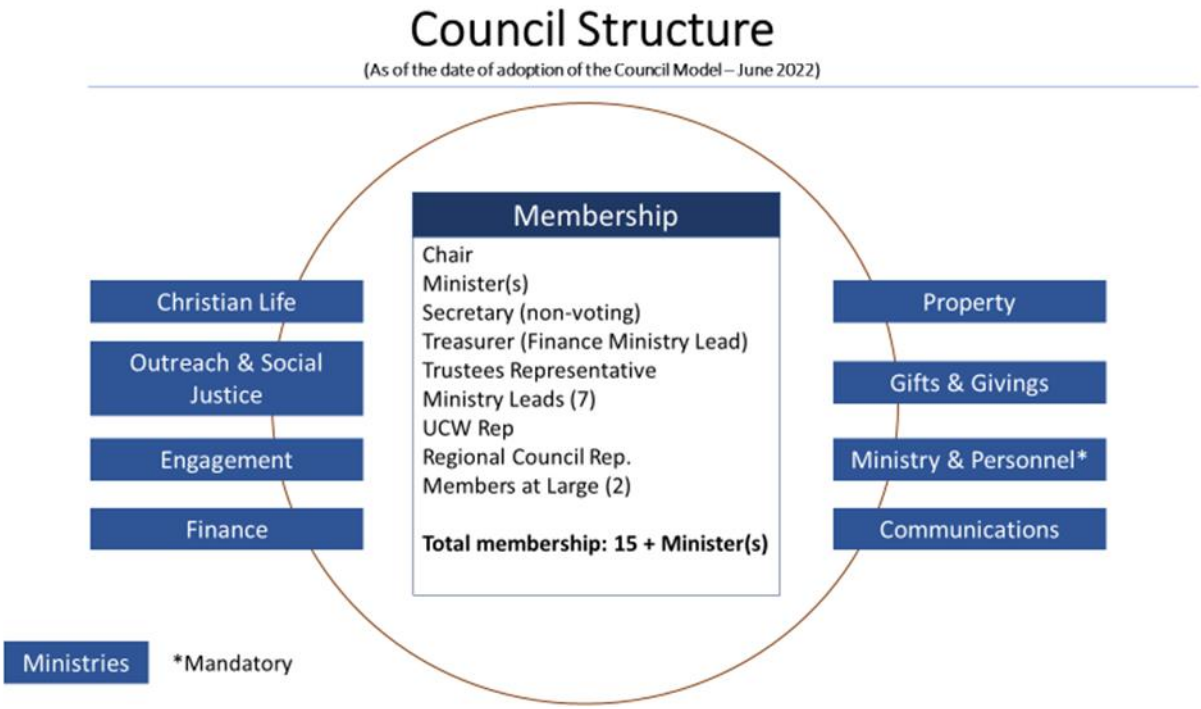
The basic principles breathing life into the Council model are:

- Separation of governance from operational (ground-level) functions conducted by Ministries
- Streamlining decision making
- Empowerment of Ministries and Teams within them. Staff and Ministries have freedom and authority to act, guided by the Congregation's purpose, strategy and core values in accordance with their Terms of Reference approved by the Council.

The Council

The mandate of the Council is to act as a coordinating body on behalf of all members of the Congregation and provide an environment that will encourage the Church to grow within its Mission. It interprets and implements the will of the body of fellowship by establishing priorities that allow for a stronger place of community, worship, outreach and faith. It ensures the spiritual development and leadership of the Congregation. It empowers Ministries and maintains strong communication with the Congregation. The responsibilities of Council are extensively outlined in the Manual [UCM 2021: B.7.4.]

The organizational structure of the Council and its Ministries as of the date of adoption of the Council Model is illustrated below:



The Council will have a total membership of 10 to 15 (excl. Ministers). Called and appointed Ministers as described in the Manual [UCM 2021: B.7.3.1] are voting members of the Council. The Secretary is a non-voting member.

Board of Trustees

The Congregation is required to have a Board of Trustees. The Trustees hold congregational property in trust for the Congregation as part of The United Church of Canada. The Congregation and United Church of Canada are the beneficial owners. The Board of Trustees reports to the Congregation and takes its direction from the Council.

Ministries

The Council will create Ministries to assist in the conduct of congregational business. These Ministries shall include the one required by the Manual, being the Ministry and Personnel Ministry. The Congregation and the Council, properly constituted, may also create Task Forces as required from time to time to address specific needs of the Church. The Ministries and their scope at the time of adoption of this Plan of Administration can be found in Appendix A.

THE CONGREGATION

The Congregation has ultimate responsibility for all facets of church life at Kingsway-Lambton. The Congregation is responsible for seeing that it is effectively led, governed, and managed. It accomplishes this by electing members of the Council and members of the Board of Trustees, calling ministers and overseeing congregational finances. Certain members elected to the Council are also Officers of the Church. The Manual [UCM 2021: B.7.6.1] identifies the Chair, Secretary and Treasurer of the governing body as Officers.

The Congregation has the authority, through duly constituted Congregational Meetings, to act on all congregational matters in accordance with the Manual. The Manual defines the role and responsibilities of a congregation in detail including procedures for calling congregational meetings [UCM 2021: B.2.1]**.** Where this Plan of Administration is silent on any matter, reference should be made to the Manual. In the event of any conflict between the provisions of the Plan of Administration and the Manual, the provisions of the Manual shall govern.

Normally a congregation expresses its wishes on church governance during its Annual Meeting, which is a mandated congregational meeting.

Congregational Membership

The Congregation consists of [UCM 2021: B.3.1]

- Members [UCM 2021: B.3.2]
    - Children of full members, and
    - Children who have been baptized but have not yet become full members
- Full members [UCM 2021: B.3.3]
    - A person who has fulfilled the requirements of the United Church of Canada for full membership in the denomination and the Kingsway-Lambton congregation
- Adherents [UCM 2021: B.3.4]
    - A person who contributes regularly to the life and work of the congregation but is not a member or full member

- Members of the order of ministry whose names have been added to the congregation's membership roll [UCM 2021: B.3.5.2]

Congregational Meetings

Congregational meetings may be held from time to time. Meetings may be held in person or virtually. The Manual [UCM 2021: B.5] shall be followed for the calling of all such meetings and conducting any business that arises.

- The Congregation members present shall elect the chairperson and secretary for this meeting, usually the current Chair and Secretary of the Council.
- All full members whose names are on the roll of Kingsway-Lambton are entitled to vote at all meetings of the Congregation. Proxy voting shall not be permitted.
- Adherents may vote at meetings of the Congregation if the full members decide to allow adherents to vote. The decision may allow voting rights on all matters or only specified matters.
- A quorum constitutes 20 full members of the Kingsway-Lambton membership. [UCM 2021:B.5.5]
- Proper minutes shall be kept of all meetings of the Congregation. Minutes of congregational meetings will be uploaded in electronic form to a "Members/Adherents only" section on the Kingsway-Lambton website once approved. Approved copies of minutes may also be made available on request to members and adherents.

Annual Meeting

Members of the congregation shall meet at least once annually.

- The Chair of the Council will finalize the agenda for this meeting.

Church members at the Annual Meeting shall:

- Receive and vote upon the annual reports including the minutes of the last Annual Meeting.
- Receive and vote upon nominations for the Council, the Board of Trustees and United Church Regional Council representatives.
- Appoint an external accountant or auditor to review or audit the financial statements for the current year.
- Receive and vote upon the annual goals and budget for the current year as well as the strategic plan, if amended.
- Transact other business for the good of the Congregation.

Fall Congregational Meeting

To ensure effective communication with the Congregation, an annual Fall Congregational Meeting (late September/early October) will be scheduled in addition to the Annual Meeting.

The purpose of this meeting will be to:

- Structure the Nomination Team in preparation for the Annual Meeting (see below).
- Update the Congregation on the current and future plans of the Council and all Ministries of the Church.

Nominations

A Nominating Team will be constituted separately from the Council as part of the Engagement Ministry. It will be composed of up to five members: Chair of the Engagement Ministry, plus three to four Congregation members. These members will be nominated from the floor at the Fall Congregational Meeting.

- The Nominating Team will consult with Ministry and Council members, as well as others in the Congregation to gather their recommendations for people who have indicated an interest in certain areas and a willingness to serve. The Team's search efforts are limited to new, term expiring and vacant positions on the Council, United Church Regional Council Representative(s) and Ministry Leads.
- The Nominating Team will meet as needed during the fall nomination process.
- The nominees will be presented first to the Council in January and then to the Congregation at the Annual Meeting.
- The Nominating Team will select a chair from amongst its members.
- Should any member of the Nominating Team be unable to complete their term on the Team, the Council shall have the authority to appoint a replacement member.
- Should a vacancy with respect to any Council or Ministry Lead position occur, then the Council shall have the authority to nominate and appoint a replacement. Such appointment will be presented for ratification at the next Annual Meeting.
- The Nominating Team will be dissolved at the Annual Meeting.

THE COUNCIL

The Council will be the main governing and decision-making body of Kingsway-Lambton, carrying out the Mission and strategy of the Church and reporting to the Congregation. It oversees the spiritual and temporal direction and development of the Church by balancing interests, selecting priorities and seeing all activities as contributing to the whole. It will provide an environment that will encourage the Church to grow within its Mission in an equitable, diverse and inclusive way.

Composition

The Council will have 10 to 15 members (excl. Ministers) in accordance with The United Church of Canada's policy as laid out above [UCM 2021: B.7.2 & B.7.3.1]. The Minister(s) will be an ex officio voting member of the Council.

As required by the Manual, the Council will include among its members the following Officers: Chair, Treasurer, Secretary. [UCM 2021: B.7.6]. The Council will also include among its members a UCW Representative and a Trustee Representative as appointed by their respective organizations.

Council members at the date of adoption of this Plan of Administration are as follows:

- The Chair
- Minister(s)
- Secretary (non-voting)
- Treasurer (Finance Ministry Lead)
- Trustee Representative
- Ministry Leads (excl. Finance) (7)
- UCW Representative
- Regional Council Representative
- Two Members at Large

Duties

The primary purpose of the Council is *strategic*– to set the vision, direction, policies and key priorities for the life and work of the Kingsway-Lambton community for the long term. It interprets and implements the will of the body of fellowship by establishing priorities that allow for a stronger place of community, worship, outreach and faith. It ensures the spiritual development and leadership of the Congregation. It also exercises governance over the work of the Ministries by approving Terms of Reference consistent with the overall strategy and receiving periodic reports against annual plans and budgets as set out therein. The Council will present, debate, and decide on issues of broad importance to the Church. The responsibility for day-to-day decision making and operations of the church rests with each Ministry as defined in their Term of Reference.

The Council will:

- Set mission, vision and direction by identifying strategic areas of priority and recommending financial and other resources to support them. The Council will do so in dialogue with all members of the Kingsway-Lambton community. The multi-year strategic plan for the Church will be established and then considered every year although a complete refresh may be undertaken every 3 years including reflection on mission, vision and strategy.
- Develop annual goals, plans and a budget and recommend it for acceptance at the Annual Meeting.
- Form policy, as required and assume overall responsibility for the financial position of the Church.
- Ensures appropriate levels of risk management are in place.
- Give directives to the Board of Trustees.
- Coordinate, monitor and represent the activity and actions of Ministries, and if established, Task Forces, to ensure that the strategic direction and priorities are pursued to meet the congregational mission. The Council empowers Ministries by providing overall direction and boundaries for action while freeing teams to manage their mission as they see fit. Ministries and Task Forces may be established and disbanded by Council subject to ratification by the Congregation at the next congregational meeting. If required, Interim Ministry Leads may be appointed by the Council subject to ratification by the Congregation at the next congregational meeting. The Council approves Ministries' Terms of Reference, annual plans/budgets and any variances.
- Conduct all other responsibilities assigned to the Governing Body by the Manual.
- Comply with the laws and practices of The United Church of Canada as outlined in the Manual. All official meetings of the Congregation and the Council shall follow the Rules of Debate and Order in the Manual of The United Church of Canada, Appendix III.

Members of the Council will be expected to maintain a consistently high level of commitment to their work throughout their term. They will be expected to attend all Council meetings. Their term on the Council will be marked by consistent, thoughtful and constructive engagement with strategic issues and priorities. [UCM 2021: B.7.3.5]

Specific Duties of Council Members

Chairperson of the Council (Chair)

- Preside over, preserve order in, call for the vote(s) in and announce the decision(s) of Council meetings.

- Prepare agendas for Council meetings in consultation with the Secretary, the Minister(s), the Ministry Leads and such other persons as necessary.
- Assist the Minister(s), as requested, with some administrative duties including being available for consultation.
- Be available for consultation with any Ministry Lead, or congregation member as requested.
- Ensure that the lay interests of the Congregation are appropriately represented in the community

Secretary of the Council

- Act as recording secretary at all Council meetings. The Secretary shall keep a record of all proceedings, conduct appropriate correspondence and preserve all necessary documents for/from each meeting.
- Produce, generally within the following month, minutes from meetings of the Council.
- Become fully aware of the requirements for the preservation and retention of necessary documents including minutes, correspondence, and other written material.
- Ensure that all Council minutes are uploaded in electronic form to a “Members/Adherents only” section on the Kingsway-Lambton website once approved by Council.
- Support as needed those involved in the preparation of the agenda for Council meetings, the organization of logistics such as setting a meeting calendar, sending invitations to participants at least 10 days in advance, and collecting Ministry reports for distribution to members of the Council prior to the meetings.

Treasurer

- Ensure all financial transactions are properly recorded and documented in the accounting records of the Church. This includes those funds under the administration of the Board of Trustees.
- Oversee the disbursement of monies of the church in keeping with the Annual Budget and as otherwise approved by the Council.
- Present to the Congregation at its Annual Meeting financial statements, reviewed by the appointed individuals, of revenue, expenses, assets and liabilities including appropriate note disclosure.
- Present interim statements of accounts during the year as directed by the Council.
- Act as Lead of the Finance Ministry.

Meetings

The Council will meet regularly at the call of the Chair at least 6 times per year or more frequently as decided. A meeting calendar will be established at the beginning of the year. Meetings will be publicly accessible to Church Members and Adherents and open to observers, except when in camera sessions are required (e.g., for discussion of personnel issues). Meetings can be in person, via conference call or virtual. Final votes can be taken via email if adequate discussion has occurred at a meeting. Proxy voting is not permitted.

Ministry Leads will not be expected to deliver a report at every meeting. The cadence of reporting will be determined by the Council from time to time as appropriate for each Ministry.

At all other times, representatives of Ministries and other groups may attend a Council meeting to exchange information, ask for guidance, discuss a specific matter at the Council's request, or present a proposal for a project that is not within the Ministry's current budget. These items should be agreed on and added to the Agenda in advance unless needed on an emergency basis.

Council Members must adhere to strict confidentiality where information is so declared.

Quorum

Meeting quorum will be 50% plus one of the voting members of the Council including the Chair or Designate. The quorum must include a member of the order of ministry who has been called or appointed to the Church; or a designated lay minister appointed by the regional council; or the pastoral charge supervisor; or other person appointed by the regional council to attend the meeting. [UCM 2021: B.7.7.4.b]

Agenda

The Chair will ensure that an agenda is produced and circulated for each meeting. Normally the agenda will be made available to members at least one week prior to each Council meeting. Council Members should be aware of potential conflicts of interest and declare the conflict and withdraw from discussion and voting as necessary. Council will be the final arbiter, if necessary.

Voting

Each voting member of the Council will have one vote. A simple majority of votes is required to pass a motion. If a Ministry is led by Co-Leads, only one of the Co-leads may attend and participate in Council meetings as the voting Council Member for that Ministry.

Minutes

Minutes will be kept for each meeting, including attendance, in accordance with the Manual. Council minutes will be uploaded in electronic form to a "Members/Adherents only" section on the Kingsway-Lambton website once approved by Council. Copies of the approved minutes may also be made available to Congregation members upon request.

Term of Office

All members of the Council must also be members of the Congregation. Council members will normally be elected for a three-year term by the Congregation at an Annual Meeting, based on nominations made by the Nominations Team. Other terms may be recommended by the Nominations Team subject to availability of the nominee.

Interim appointments can be made by the Council subject to ratification by the Congregation at the next scheduled congregational meeting.

Council members will serve no more than two consecutive three-year terms. This limitation will *not* apply to the position of Treasurer. The Treasurer will give at least six months' notice of intent to step down from the position.

BOARD OF TRUSTEES (TRUSTEES)

The Board of Trustees is a required committee in the congregation's governance structure. The Board of Trustees reports to the Congregation and takes its direction from the Council. Guiding documents for the role and activities of the Board of Trustees include the current editions of The United Church Manual, Trustees Handbook, and the Model Trust Deed. These documents are the primary reference for any review/discussion of the Trustees role and operations.

Key Responsibilities

- Ensure current and proposed uses of congregational property, determined by the Council, are consistent with the United Church Property Rules.
- Oversee that congregational property is properly maintained and adequately insured.
- Oversee the management of invested funds according to Investment Policy Statements approved by the Council.
- Provide oversight on the use of Internally and externally restricted church funds to ensure they are used in a manner consistent with their intended purpose and the United Church Property Rules.
- Execute lawful directions received from the Council.

Subcommittees

The Board of Trustees includes two subcommittees, the Investment Committee and the Insurance Committee. The Board of Trustees may create other committees or Task Forces as required to fulfill its mandate.

Membership [UCM2021:G3.3]

Members of the Board of Trustees are elected by the congregation at a Congregational Meeting. The majority of Trustees must be members of the United Church. The Board of Trustees shall consist of a minimum of three (3) and no more than fifteen (15) members including, *ex officio,* one member of the Order of Ministry. The Board of Trustees currently operates with seven (7) members including the Coordinating Minister. Options for determining the Chair of the Board of Trustees are outlined in The Manual. [UCM2021:G.3.5]

Term of Office

The Congregation is responsible for determining the term of office for Trustees. Currently, at Kingsway-Lambton, Trustees serve a three-year term which may be renewed twice for a maximum term of nine (9) years. Term of office may be reviewed and adjusted from time to time subject to approval by the Congregation.

Meetings

The Board of Trustees meets on a quarterly basis and more frequently as circumstances may dictate. The meeting schedule may be revised by the Board of Trustees in accordance with requirements of the Manual.

Quorum

At any scheduled meeting, a majority of Trustees constitutes a quorum. However, should the total number of Trustees on the Board be ten (10) or greater, then a quorum shall be five (5) [UCM2021: G.3.6.4]

Voting

The Trustees make all decisions by a majority vote of the Trustees present at a meeting. The Chair votes only if there is a tie in the voting. [UCM2021:G.3.6.5]

Records

Trustees are responsible for keeping records of all funds received and disbursed by them, as well as minutes of meetings which clearly indicate all decisions made at the meeting. [UCM2021:G.3.4.3].

CHURCH MINISTRIES

Much of the spiritual and temporal work accomplished within or on behalf of the congregation is done through committees reporting to Council (such committees are referred to as "Ministries" at Kingsway-Lambton). Ministries carry out the Mission of the congregation as it is determined by the Council by coordinating with staff, volunteers, and other Ministries.

All Ministries and other organizations and groups in the Congregation which may exist from time to time are accountable to the Council [UCM2021:B.7.9.1].

The day-to-day work of the church is delegated to the Ministries. Council approval is not required for proposed Ministry actions unless those actions fall outside the current mandate of the Ministry or involve financial resources beyond those already allocated in the current annual budget. Where a proposed Ministry action may cross into the mandate of another Ministry(s), the action may proceed with the agreement of the Ministries involved. If there is not agreement among the Ministries involved, the matter should be referred to the Council. It should be noted that all human resource management matters are the responsibility of the Ministry and Personnel Ministry.

Ministries are Standing Committees, which exist on an ongoing basis. Task Forces are time or task limited and exist to accomplish a particular objective. All Ministries will have a Terms of Reference document that outlines the mandate, decision making authority and operating details consistent with the Mission and strategy of the Council as approved by the Congregation.

Each Ministry will include the following:

- A Ministry Lead or Ministry Co-leads as recommended by the Nominations Team and approved by the Congregation.
- The Minister(s) is an ex officio voting member of all Ministries except the Ministry and Personnel, Nominations Team, and any Search committee. [UC 2021: B.7.8.4]
- Teams. Ministries conduct their mandate through the organization of various Teams or individual persons as listed in the Scope of Ministries (see Appendix A). The Ministry Lead organizes meetings of one or more Teams or individuals as considered necessary during the year to meet the approved Terms of Reference for the Ministry. The Lead may also designate a Team Lead if that is considered necessary.

According to the Manual [UCM2021: B.7.8.2], the Congregation is responsible for deciding the number and size of ministries, the qualifications for election to each ministry and the responsibilities assigned to each ministry other than the Ministry and Personnel Ministry. The responsibilities of the Ministry and Personnel Ministry are listed in the Manual [UCM2021: B.7.8.5]. The Congregation is also responsible for electing the members of the ministries although it may also choose the members in any other way that it decides. At Kingsway-Lambton, by way of this Plan of Administration, the Congregation approves of the Ministries as described in Appendix A and delegates the recruitment of Ministry Team members or individual roles to the Ministry Lead consistent with the Ministry Terms of Reference.

Terms of Office

Ministry Lead

Ministry Leads are recommended by the Nominations Team. A congregational member may be nominated to serve an initial term of up to three-years as Lead of a Ministry. That member may, if re-nominated, serve as Lead on the same Ministry for a second term of up to three years without interruption. After his/her second term the individual will vacate the Lead role for at least one year. All Ministry Leads are urged to cultivate leadership potential amongst members and others in the Congregation with an eye to future needs in support of the nominations process.

Ministry and Lead Responsibilities:

- All Ministry actions must be guided by the Congregation's Mission.
    - Guiding considerations include respect, inclusion, spirituality, open dialogue and reciprocity.
- Each Ministry is responsible for preparing and maintaining a Terms of Reference document that details the Ministry mandate, decision making authorities and operating practices. The Council must approve the Terms of Reference.
- Each Ministry will report to Council on their activities and key decisions taken. The timing and format of reporting to be determined by Council and included in the Ministry Terms of Reference.
- A primary role of any Lead is to motivate Team members to actively participate in the work of the Ministry.
- Each Lead should endeavor to keep all Team members informed of that Ministry's work in the church.
- Each Ministry shall prepare an annual budget, goals and plans consistent with the Council strategy as directed by the Church Treasurer.
- Each Ministry shall operate within its assigned budget. Ministries are free to manage changes in projects/initiatives within their overall budget. However, if such changes in projects/initiatives will result in the Ministry exceeding its total budget then those changes in plans must be approved by the Council. Changes to staffing levels and compensation costs must be approved by the Council.
- All Ministries are free to meet with the Council to seek guidance, advice or input and are required to meet if a proposal outside of their mandate or budget is being considered.
- Working with the Communications Ministry each Ministry will be responsible for publicizing its activities to the Congregation and/or the outside community through any of the communications channels being utilized by the church (e.g., newsletter, website, social media, print media).
- The Ministry Lead may delegate a member of their Ministry team to participate, in a non-voting capacity, at Council if they are unable to attend.
- Each Lead should try to schedule Ministry meetings on a regular basis, developing a schedule for an entire year whenever practical.
- The number of Team members in each Ministry shall be determined from time to time based on current needs consistent with the approved Terms of Reference.
- A Ministry Lead, in consultation with his/her Team members, considers names of persons as possible replacements for current Team members who are planning to step down. A Ministry Lead may also seek the assistance of the Engagement Ministry for finding Team members.

TASK FORCES

Task Forces are created by the Council to study specific topics, oversee time-limited projects or to accomplish functions or tasks not already included in the responsibilities of a Ministry.

- The mandate for each Task Force will be prepared by the Council to empower the Task Force for a specific purpose.
    - The Terms of Reference will be established by the Council to reflect the purpose of the Task Force, and the functions and responsibilities. The purpose of the Task Force must be fully transparent.
    - Terms of Reference for Task Forces are retained by the Church Administrator and available upon request.
- All Task Forces will report to the Council and/or be reviewed as determined in the Terms of Reference.
- Council may disband any Task Force that brings their mandate to completion or for any other reason.
- Council actions to create or disband a Task Force are subject to ratification by the Congregation at the next congregational meeting.

Task Force Leads

The Nominations Team or the Council will determine the method of Task Force Lead appointments. Normally the Lead of a Task Force will remain in that position until the Task Force is dissolved.

APPENDIX A

Appendix A
Scope of Ministries
(As of the date of adoption of the Council Model – June 2022)

Christian Life
- Music Team (includes Chancel Choir)
- Baptism Coordinator
- Communion Coordinator
- Fresh Start Coordinating Team
- Livestreaming Team
- Children's Ministry Team
- Youth Ministry Team
- Family Ministry Team
- Alpha Program Team

Engagement
- Engagement of members to share time/talents
- Recruitment/nomination of lay leadership
- Collaborate with Ministry Leads on recruitment
- Strategies to engage with wider community*
- Pageant Team
- Welcoming Team
- Men's Group
- Pastoral Care Team
- Coffee Hour Team(s)
- Ushering Team

Outreach & Social Justice
- Honduras Team
- Community Outreach Team
- Anti-Racism Learning Series Team
- Other time bound initiatives (e.g., the Warmth Initiatives, food drives, Knitters, etc.)

Finance (Treasurer is Lead)
- Budget coordination
- Financial reporting & controls
- Liaison with external accountant
- Risk Management

Property
- Oversees all aspects of property in close collaboration with Trustees
- Accessibility Committee

Gifts & Givings
- Stewardship campaign
- Other special fundraising initiatives
- Legacy

Communications
- Social media
- Website
- Internal comms/newsletter
- External Promotion
- Strategies to engage with wider community*

M&P
- Human Resources committee of the church – lay and clergy
- Recruitment and selection of non-ministerial positions
- Employment/working conditions
- Performance management
- Employee relations

**Shared in close collaboration between Engagement and Communications*

KINGSWAY-LAMBTON

UNITED CHURCH