



Kanata United Church

## **Terms of Reference**

**Council Mandate  
Process and Positions  
Committee Mandates and Structures  
KUC Groups**

*Reviewed and Approved by Council: June 17, 2014*

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*Note: No description was been sought for the Adult Social Group, Movie Group or Bridge Group, given their informality and/or lack of regular meetings.*

## **1. Purpose and Structure of these Terms of Reference**

The Terms of Reference update the mandate and make-up of the Official Kanata United Church (KUC) Council, the KUC Committees represented on the KUC Council, and various groups within KUC. Groups include those which are specifically tied to a KUC Committee (through which they relate to the Council) and those which are relatively autonomous. *This document does not cover any task groups or committees that exist for a particular time or to complete a particular task.*

This document is a further development of various earlier documents, such as a Report of the KUC Planning Committee entitled "KUC Terms of Reference" dated December 4, 1995. That Report had replaced an earlier document entitled "Kanata United Church Official Board Organization", which was originally drafted in January 1980 and subsequently revised four times - in January 1982, February 1987, June 1988 and March 1993. The last complete review and update of this document was undertaken in 2000. Since then, there have been numerous individual changes made by committees and groups. A period of interim ministry and transition (2009-2011) lead to further changes, including agreement in 2010 to recognize KUC’s evolution from a Board to a Council structure. Ottawa Presbytery was informed of this change.

The Terms of Reference as a whole should be reviewed, revised and approved by Council every 5 years or as appropriate. Any substantive change to the make-up of the Council (e.g. addition or elimination of

Council positions) is subject to confirmation by the congregation at an Annual Congregational Meeting or a Special Congregational Meeting. Minor changes to the duties of existing KUC Committees or groups as presented in the relevant section(s) of this document may be made by the Committee or group from time to time, with Council being advised of such changes. Substantive changes to individual Council Committees responsibilities or structure are to be approved by Council. Substantive changes to Council's overall structure must be approved by Ottawa Presbytery.

Under the title of each section of this document, the date of its last (most recent) revision is indicated. The date of the most recent full review of this document by Council is shown on the cover page.

## **2. General Notes**

### **2.1 Mandate and Make-up of the KUC Council**

The Council leads, supports and nurtures the congregation in its vision as a Christian faith community. As such, it is the decision-making body of KUC, and as such it conducts all business of KUC on behalf of the congregation.

More specifically, the role of Council is to:

1. Develop required governance policies;
2. Set the strategic direction of KUC and monitor its performance;
3. Ensure the performance and sustainability of the Council itself; and
4. Ensure that KUC has sufficient financial and human resources

To implement church strategy and policy, the Council provides guidance and assigns accountability to the church committees and groups to undertake their defined responsibilities, which are outlined elsewhere in this document. The Council, or a congregational meeting, may assign additional goals for committees and groups. All committees, organizations and groups in the congregation are accountable to Council. Council is responsible for approving new organizations and groups in the congregation.

At the Annual Congregational Meeting, the congregation elects individuals who are full members of the congregation to fill Council positions.

KUC is subject to the terms of the United Church of Canada Manual. Where there is a conflict between this document and the Manual, the Manual shall take precedence. Any duties described in the Manual which are not specifically assigned to specific Council members, committees and/or groups covered in these Terms of Reference are the responsibility of Council as a whole.

At present, the Council consists of the positions listed below. A Council meeting requires a quorum of at least one-third of Council members. A member of the order of ministry or recognized designated lay minister must be present at all meetings of the Council. All ministry personnel are automatically

members of all committees, with the exception of a Joint Needs Assessment Committee, a Joint Search Committee, the Ministry and Personnel Committee and the Nominating Committee.

**General KUC Council Positions:**

Council Chair  
Council Secretary  
Past Chair and Chair Elect  
Presbytery Representatives (three)  
Members at Large (up to three, one representing KUC Youth)

**KUC Committee Chairs and Group Coordinators:** (revised May 2014)

Buildings and Grounds  
Children, Youth and Families Ministry Team  
Communications  
Faith Development and Learning Team  
Finance  
Hospitality  
Ministry and Personnel  
Outreach  
Stewardship  
Worship

## **2.2 KUC Council Meetings and Process**

The Council currently meets on the third Tuesday evening of each month in all months except July and August. Council may hold additional meetings for specific purposes as required. Regular meetings typically start at 7:00 p.m. Council meetings are open to members of the congregation.

In many if not most cases, much of the actual work of KUC is done by various committees and groups. Committees present recommendations to the Council regarding matters on which decisions are needed.

There are certain processes that occur on an annual or more frequent basis for which the Council has responsibility including the following: the annual budgeting process, the process of producing an Annual Report for presentation to the congregation at the Annual Congregational Meeting, and the process of producing newsletters to inform the congregation of the activities of various committees and groups.

### **2.2 (a) Annual Budget Process**

Historically, the process of producing a financial budget for the following Council calendar year has been started in the late fall and has consisted of the following steps.

- **September** - Finance Chair provides to each committee a report showing actual vs. budget expenses for the present Council year; the Council discusses a target for aggregate growth in the total budget for the following year as a percentage of the present year.
- **October** - Committees present draft budgets to the Finance Chair, which then aggregates and analyzes the information for presentation to Council.
- **November** - Finance Chair presents aggregate budget figures and its recommendations related to them to Council; decisions are made regarding any areas in which the Finance Committee recommends changes.
- **December** - following any necessary modifications to individual committee budgets, the Finance Chair presents a final draft budget to Council for approval.
- **January** - results of the budgeting process to this point are fed into the process for producing the Annual Report.
- **February** - the proposed financial budget for the calendar year as approved by Council is presented for approval at the Annual Congregational Meeting.

Council, through leadership from the Council Chair and Stewardship Committee, continues to encourage and work towards developing a narrative budget as a way to convey to the congregation a vision of plans and intentions for the coming fiscal year.

## 2.2 (b) Process of Producing the Annual Report

The KUC Annual Report is produced once per year. The process of collecting all submissions and producing the Annual Report is coordinated by the Office Administrator. This process requires two and a half weeks. Timely submission of all entries for the Annual Report is important as it allows the following steps to occur on schedule:

- An email requesting submissions is sent out to all the committee Chairs of Council and all the Group leaders on the second of January;
- Submissions are to be emailed or delivered to the Office Administrator on or before the deadline date stated in the email;
- Compiling, organizing, editing and printing of the Annual Report occur in the following week (only a few copies are printed as the majority of the congregation receive the Annual Report by email);
- The Annual Report is distributed to the congregation by email, using the Newsletter electronic mailing list on the Friday before the second last Sunday of January; and
- The Annual Report must be ready for the congregation two Sundays before the Annual Congregational Meeting, which is held on the first Sunday in February.

## 2.2 (c) Process of Producing Congregational Newsletters

Congregational newsletters are produced four times a year: during the Advent/Christmas season, during the Lent/Easter season, in May, and in August. The process of collecting all submissions and producing the newsletter is coordinated by the Office Administrator. This process requires two weeks. Timely submission of all entries for the newsletter is important as it allows the following steps to occur on schedule:

- i. An email requesting submissions is sent out to all the committee Chairs of Council and all the Group leaders and deadline date stated in the email;
- ii. Compiling of submissions, reformatting and inputting of text and graphics, and editing of the newsletter as well as updating and printing of the delivery list from the office database, occur in the week following the deadline;
- iii. The newsletter is distributed to the congregation by email, using the newsletter electronic mailing list;
- iv. The Office Administrator produces the delivery list which is used to bundle newsletters by district areas for those that do not receive their newsletter by email;
- v. Those newsletters are put on the table in the foyer for pick up Sunday morning; and
- vi. Those newsletters not picked up in person are distributed by volunteers to their designated districts; some newsletters are also mailed out.

## 2.3 Filling Council Positions - Process Guidelines

For each Council position where the person presently serving is coming to the end of his/her term, the Nominating Committee is responsible for identifying candidates and presenting its recommendations to the congregation at the Annual Congregational Meeting. Positions that will be coming open at the end of the present Council year are typically made known in the fall of each calendar year. This timing allows anyone who may be interested in serving on the Council ample time to talk to the Nominating Committee and to others, including present Council members and (if relevant) to members of the committee in which they are interested.

There are some suggested guidelines, or guiding principles, upon which the Nominating Committee bases its work. These include the following:

- i. At KUC, the Chair of a committee or group represented on Council is the individual who fills the Council position allotted to that committee or group;
- ii. Typically, for Council positions representing a committee or group, the Nominating Committee looks first to members of that committee or group for candidates for the next Chair of that committee. Similarly, candidates for the position of Council Chair Elect would typically be sought first from among serving Council members or individuals who had previously served on Council;

- iii. For general Council positions like Council Secretary and Members at Large, candidates are sought from the congregation directly. Council positions allotted to Presbytery Representatives are filled by those selected by the congregation to be KUC's representatives at Ottawa Presbytery;
- iv. Adherence to the expected terms of office for each Council position allows a greater number of people to participate in leadership roles at KUC, brings fresh ideas and a diversity of viewpoints to our endeavours, and ensures that individuals who devote their time and talents to these positions have the opportunity for rest and renewal;
- v. The expected term of office is longer for some Council positions for which continuity is important and/or the learning period relatively long (e.g. Presbytery Representatives);
- vi. Individuals serving in Council positions may wish, or be asked, to extend their term of service in the following circumstances: where continuity is important (e.g. a committee is in the process of implementing a change in structure or process, or where continuity in a particular position is considered to be valuable); where the Nominating Committee considers it necessary to ensure an appropriate balance of experienced and newer members on Council; or where a position may otherwise be left unfilled; and
- vii. Rotation and balance are sought for the Council as a whole in terms of gender, age and the various elements of KUC's congregation.

### **3.0 General KUC Council Positions**

Section 3.1 contains general terms of reference applicable to all Council positions, i.e. they serve to guide any individual serving on the Council. Information presented in section 3.1 is not repeated in sections for individual Council positions as it is common to all of them, with the exception of Expected Term where there is some variability (and the information is, therefore, repeated to avoid confusion).

The positions described in sections 3.2 through 3.5 are Council positions that are not associated with a specific KUC committee or group.

#### **3.1 Official Council Members - Common Terms of Reference**

**Eligibility:**

Council members shall be members of KUC

**Expected Term:**

Two years for most positions

### 3.1.1 General Duties of each Council Member

1. Works together with the Minister(s) in the ministry of Christ.
2. Encourages Christian attitudes and ideals, and reinforces these by personal example.
3. Represents members of the congregation at the Council level.
4. Attends all meetings of the Council and, if unable to do so, notifies the Chair and delegates a substitute to attend the meeting if desired.
5. When required, submits reports in writing to the Council Secretary not later than one week in advance of a Council meeting.
6. Support KUC's stewardship ministry by counting offering as scheduled.

### 3.1.2 Additional General Duties of each Council Member who is a Chair of a Committee

1. Holds regular meetings of the committee. Ensures that consensus of committee members is achieved on proposals before presentation to the Council. Keeps committee members informed of pertinent Council business.
2. Recruits new committee members. Develops and maintains guidelines and records of committee operations and duties, and ensures that records are passed on to subsequent committee Chairs.
3. Develops and manages to an annual committee budget. The budget is to be prepared and submitted as part of the Council's budgeting process (see section 2.2), and it should clearly identify both routine and extraordinary items and/or activities that may require initial approval in principle.
4. Prepares a report for inclusion in the Annual Report, summarizing the committee's work during the current Council year.
5. Produces periodic reports as required (e.g. for the congregational newsletter).
6. Educates the Council, other committees and the congregation as to the nature of its role.

## 3.2 Council Chair

### **Expected Term:**

Two years as Chair plus one year each as Chair-Elect and Past-Chair

### **Duties as Chair:**

1. Provides leadership and planning to allow for decision making by Council for the benefit of the congregation.
2. Calls and chairs regular Council meetings and special meetings as required. Ensures quorum.
3. Requests committee reports, agenda items and proposed motions from Council members.
4. Develops the agenda for each meeting and circulates by email.
5. Produces periodic reports from Council as required (e.g. Sunday bulletins, newsletter, and website).
6. Calls, develops the agenda and theme and chairs the Annual Congregational Meeting, which is

normally held on the first Sunday in February. Calls and chairs other congregational meetings when required.

7. Prepares a written report for inclusion in the Annual Report summarizing and highlighting the previous year's activities of Council and the congregation and implications for the future.
8. May express opinion, but votes only in the event of a tie in a Council vote.
9. Maintains oversight on governance structure and the effective functioning of Council.
10. Gives consideration to the strategic planning needs and opportunities for Council and for the congregation.
11. Is an ex-officio member of all KUC committees.

**Duties as Chair-Elect:**

During the second year of the Chair, shadow and take opportunity to learn of Council priorities and congregation considerations to allow for seamless transition in February at the Annual Congregational Meeting

**Duties as Past-Chair:**

1. Chair of the Nominating Committee.
2. If required, chairs monthly Council meetings when the Chair is absent.
3. As required, volunteers for special Council priorities (e.g. subgroups, teams).

### **3.3 Council Secretary**

**Expected Term:**

Two years

**Duties:**

1. Records minutes of all congregational and Council meetings. Pages of all such minutes are numbered, with congregational and Council minutes in one annual number sequence starting at one for the Council meeting following the congregation's Annual Congregational Meeting.
2. Distributes copies of the minutes to all members of the Council as soon as possible after each meeting, normally by email.
3. Prepares any correspondence required by the Council
4. Maintains a file on paper of minutes, correspondence and reports related to the Council in accordance with the United Church of Canada Manual. Minutes in this file are signed by the meeting Chair and the Secretary.
5. Deposits records in Archives in accordance with the United Church of Canada Manual.
6. Maintains an accessible file of KUC policies to support Council and /or congregational decision-making.

### 3.4 Presbytery Representatives

KUC presently has three Presbytery Representatives. The number of representatives is determined by the size of the congregation, and is revised from time to time in consultation with Ottawa Presbytery.

**Expected Term:**

Two to three years

**Duties:**

1. Acts as KUC representative to the Ottawa Presbytery.
2. Attends Ottawa Presbytery meetings, usually held on the second Tuesday of each month from September to May (inclusive) of each year.
3. Attends the annual meeting of the Montreal-Ottawa Conference, usually held near the end of May.
4. Summarizes and informs the Council of Presbytery proceedings, discussions, decisions, concerns, plans, etc. This includes informing Council in advance when Ottawa Presbytery has a Program Meeting (discussion on a topic of wide interest, with minimal business session).
5. In cooperation with the Minister(s), refers to Ottawa Presbytery any particular questions or areas of concern as directed by the Council.
6. Participates in Ottawa Presbytery committee work, as required.

### 3.5 Members at Large

There are presently up to three Members at Large positions on the Council. One of these positions is reserved for a representative of KUC Youth. It is anticipated that the Youth representative would have ongoing contact and communication with the Children, Youth and Families Ministry Team.

**Expected Term:**

Two years

**Duties:**

1. Provides liaison between members of the congregation ("grassroots") and the Council by: being aware of attitudes and suggestions of members of the congregation, and conveying this information to the Council; and relaying information as necessary to members of the congregation.
2. Provides a general and objective contribution to the Council without having to represent the concerns of a standing committee or group.
3. Assists as necessary on any short-term and/or ad-hoc committees, sub-committees or working groups of the Council.

## 4.0 KUC Committees represented on Council

### 4.1 Buildings and Grounds (B&G) Committee

**Purpose of Committee:**

Oversees the cleaning, repair, maintenance, security and use of KUC buildings and property.

**Membership of Committee:**

Chair, and various members covering such functions as Building Security, Cleaning Crew Coordinator, Custodial Team Coordinator, Grounds Keeper, and Building Repairs and Maintenance Coordinator and a representative of the Trustees.

**Expected Term of Chair:**

Three years

**Frequency of Meetings:**

Eight times per year (monthly September through November, and January through May) and as required.

**Duties and Terms of Reference of Committee:**

1. Obtains appropriate administrative and property services including snow removal, grass cutting and other services as necessary through volunteers or through competitive means such as public tender.
2. Performs or arranges for building custodial services such as cleaning, garbage and recycle disposal, heating and security of church facilities.
3. Provides maintenance for buildings and furnishings and grounds services as required.
4. Administers the use of church facilities in accordance with standing policy(ies) approved by the Council, in consultation with the Ministers and with the Office Administrator (who maintains the booking calendar and Agreements for Building Use). Unusual requests for building use are referred to the Council.
5. Coordinates the purchase of major items such as paving, repairs, furniture or equipment, as requested by a committee Chair and approved by the Council.
6. Prepares the annual budget for Council approval for normal building and grounds operations.
7. Identifies and advises the Council on long term needs for Reserve Funds and Capital Funds.
8. Provides for the supervision of Community Service Workers performing cleaning, repairs and grounds work.

## 4.2 Children, Youth and Families Ministry Team

### **Purpose of Ministry Team:**

Cultivate programs that support and promote Christian values and teachings to those at KUC in the first third of life

### **Membership:**

Chair, Church School Coordinator; Leaders of groups of youth, Church Librarian, Camp Awesome coordinator, any other people with a passion to work in this field

### **Expected term of chair:**

Three years.

### **Frequency of meetings:**

As required

### **Duties and terms of reference of Ministry Team**

1. Work in conjunction with Faith Development and Learning Team to assess the first third members Christian educational needs, sets goals and plans programs to achieve these goals.
2. Recruits and supports a network of teachers/leaders to implement First Third ministry programs, provide workshops and other opportunities for growth and renewal of teachers and leaders.
3. Familiarizes itself with programs and curriculum resources recommended for use in the United Church.
4. Selects, evaluates and develop curriculum resources
5. Provides supportive supervision of the various facets of Children Youth and Families Ministry.
6. Maintains a church library of Spiritual books and reference materials.

Ministry team members concern themselves with providing opportunities for Spiritual growth for children, youth and families, open to new and creative approaches to Christian education, and are learning, growing persons with a concern for people and a willingness to share their faith. They also work with Faith Development and Learning to provide programs that support our shared long term goals and education plans.

### 4.3 Communications Committee

**Purpose of Committee:**

Develop and help implement an annual marketing and communications plan to support and promote congregational growth.

**Membership of Committee:**

Chair and several members

**Expected Term of Chair:**

Two years

**Frequency of Meetings:**

As required

**Duties and Terms of Reference of Committee:**

1. Develop an annual marketing and communications plan to support and promote congregational growth in terms of new members, retention of existing members, and increased participation of members in church life and programs. The plan should be developed with input from relevant committees, event organizers and ministerial staff.
2. Take into account the multiple internal and external target audiences and their communication needs when developing and implementing the marketing and communications plan.
3. Assist committees and event organizers in promoting their programs and events.
4. Promote the existence of KUC and its values to the community.
5. Develop and manage the church website.
6. Develop and help implement an effective strategy for email and other electronic communication.

### 4.4 Faith Development and Learning Ministry Team

**Purpose of Committee:**

Encourage and support dynamic life-long Christian faith development and learning

**Membership of Committee:**

Chair; Minister; representatives from Worship, Outreach and the Children, Youth and Families Ministry; others with an interest and passion for faith development and learning.

Committee members should be open both to new ways of looking at faith and to creative approaches to faith development and learning. They see themselves as learning, growing persons with a

willingness to explore, question and share the Christian faith both within KUC and the wider community.

**Expected term of chair:**

Three years.

**Frequency of meetings:**

Monthly or as required

**Duties and terms of reference of Committee**

Helps articulate overall goals and objectives for faith development and learning programmes for consideration by Council and the congregation and coordinates the delivery of these programs. Faith development and learning encompasses three interrelated themes: exploring our own faith and what it means to be a liberal Christian in today's world; reaching out to other faiths; and living our faith through action.

1. Identifies, develops and plans Christian faith development and learning programs for adults that support faith formation and theological reflection on God's presence in our lives through a variety of approaches and formats, for example: hosting leading theologians; lectionary bible groups; adult study groups; informal reflection and conversation on religion, faith and spirituality, including through social media. Establishes task groups as appropriate to help organize and facilitate these events or activities.
2. Identifies, develops or supports initiatives to reach out to other faiths to engage in mutual learning and dialogue with a view to building relationships with other traditions and deepening our understanding of our own faith and the faith of others.
3. Serves as a forum, including Worship, Outreach and the Children, Youth and Families Ministry, for developing an integrated approach and experience across KUC ministries to faith development and learning themes or initiatives.
4. Consults with the congregation on their faith development and learning needs to grow in relationship with God.
5. Supports opportunities for lay leadership development of KUC members and adherents related to faith development and learning, including contributing towards participation in workshops, conferences or other faith development and learning events.
6. Promotes KUC as a faith development and learning centre for the community.
7. Promotes links and partnerships with the wider United Church and other organizations (e.g. SnowStar Institute) engaged in faith development and learning.
8. Prepares and submits an annual budget proposal to Council.

## 4.5 Finance Committee

**Purpose of Committee:**

Oversees the financial matters of KUC.

**Membership of Committee:**

Chairperson/treasurer, bookkeeper, payroll administrator and envelope secretary

**Expected Term of Chair:**

Three years

**Frequency of Meetings:**

As required

**Duties and Terms of Reference of Committee:**

1. Oversees the financial matters of KUC including:
  - i. Receipt, recording, depositing and investing of funds;
  - ii. Payment of all expenses;
  - iii. Balance all accounts, and reconcile cashbook balance with the bank account post ledgers where applicable;
  - iv. Reconcile all bank accounts;
  - v. Maintenance of the general operating fund, the capital fund, the mortgage fund, the wedding account, the reserve fund, the funeral fund, the memorial fund, the special outreach fund, the personal emergency fund, and the fundraising account;
  - vi. Responsible for the KUC office budget and related equipment in cooperation with the Office Administrator;
  - vii. Maintenance of a comprehensive list of assets;
  - viii. Preparation of monthly financial reports for presentation and approval at Council meetings;
  - ix. Preparation of a year-end report including annual financial statements, the new year budget for Council approval and approval at the Annual Congregational Meeting and other matters assigned by Council; and
  - x. Recommends for Council's approval arrangements for regular independent external reviews of financial processes and accounts
2. Oversees the pastoral charge payroll service, processed through ADP including:
  - i. Ensure any changes to the payroll system have been correctly reported to the ADP representative and there is enough cash on hand to cover automated process staff payment, government remittances, and pension and benefit obligations will all be taken care of automatically;
  - ii. Review reports from ADP and update journal entries to reflect current activity;

- iii. Review ADP T4 and year-end reports;
  - iv. Make any annual corrections or one-time annual entries;
  - v. Sign-off for automated processing and submission; and
  - vi. Do annual payroll filing.
3. Completes and forward to the Charities Division, Canada Revenue Agency, Form T3010B Registered Charity Information Return. This return must be filed no later than six months after the end of the fiscal year. Ensures that KUC adheres to other government policies and regulations which apply.
  4. Completes the annual Application for Employment Insurance premium reduction.
  5. Prepares the annual statistical and information forms for the United Church of Canada, Section 5 – Financial Information and gives it to the Office Administrator.
  6. Prepares and files the annual Goods and Services Tax Return.
  7. Maintains contributor donation spreadsheet and issues receipts to contributors for income tax purposes.
  8. The Chairperson shall be a member of KUC, and shall normally be a member of the Stewardship Committee.

## 4.6 Hospitality Committee

### **Purpose of Committee:**

Support hospitality needs of the congregation.

### **Membership of Committee:**

Chair and interested members of the congregation

### **Expected Term of Chair:**

Two years

### **Frequency of Meetings:**

Monthly, September to June, as required

Duties and Terms of Reference of Committee:

1. Organize food and beverages for events as requested by Council and committees and agreed to by the Hospitality committee.
2. Have a sub-committee responsible for funeral receptions as required.
3. Recruit volunteers to serve coffee, tea, and juice on Sunday mornings after the 10:30 service and lemonade after the 9:30 summer service.
4. Recruit volunteers and make a Welcome Table roster for the year (usually done in August) and ensure everyone on the list has a copy.

5. Purchase name badges when they are ordered.
6. Ensure a supply of free-trade coffee, tea, milk/creamers, sugar, and juice on hand in the kitchen for refreshments.
7. Have oversight of the kitchen, including cleaning, restocking, and maintaining appliances in working order.

#### 4.7 Ministry and Personnel (M&P) Committee

**Purpose of Committee:**

Provide a confidential setting for consultation and support for all matters involving Ministry personnel, staff members and contract personnel.

**Membership of Committee:**

An M&P Chair who is elected by the congregation at the AGM. Individual members of M&P are identified by the Chair in consultation with the Nominating Committee where possible and are approved by Council. A member of M&P will be identified to serve as liaison to each of the ministry personnel, staff or contract persons, in consultation with the relevant person. M&P also has members at large.

**Expected Term of Chair:**

Three years

**Frequency of Meetings:**

At least one meeting per quarter, with other meetings as required

**Duties and Terms of Reference of Committee:**

1. Establishes and follows standards or rules for confidentiality regarding the committee's work and decisions.
2. Oversees the relationship of the staff to each other and to people in the congregation.
3. Supports and clarifies the relationship of KUC's Ministry personnel, staff and contract personnel regarding their responsibilities and the lines of authority and accountability and makes recommendations to Council regarding any revisions to position descriptions and contracts.
4. Reviews with all Ministry personnel, staff and contract personnel their salaries/wages, allowances, benefits, honoraria and working conditions at KUC and makes appropriate recommendations to the Council.
5. Conducts an annual formative performance review of Ministry personnel and staff.
6. Consults with Ministry personnel and staff regarding continuing educational plans and needs and annual leave plans, and approves such plans within existing guidelines and budgets. Makes recommendations to Council if such plans and needs go beyond established guidelines and budgets.
7. Works to assist as a "non-anxious" presence in resolving conflict by hearing and testing the legitimacy of concerns as they are raised.

8. Knowledgeable of the role of Ottawa Presbytery's Pastoral Relations Committee and maintains close contact with it and develops knowledge of any other appropriate Presbytery Oversight Committees.
9. Knowledgeable of resources available through the United Church of Canada and elsewhere to enhance the effectiveness of the work of the committee.

## **4.8 Outreach Committee**

### **Purpose of Committee:**

Encourage and support the growing relationship of KUC to the community, the nation and the world.

### **Membership of Committee:**

Chair and several members

### **Expected Term of Chair:**

Two years

### **Frequency of Meetings:**

Monthly

### **Duties and Terms of Reference of Committee:**

1. Reflect on KUC's approach to outreach and provide recommendations to Council and the congregation on KUC's outreach strategy as well as annual recommendations on overall funding levels and their general allocation.
2. Identifies areas of social action and concern on a local, national and international level and raises the conscience of church members to these issues.
3. Develops a KUC response to local concerns that we, individually or collectively, can influence.
4. Encourages cooperation with other churches and agencies in joint projects throughout the world, for example: Kanata Stittsville Refugee Support Group (KSRSRG) and the Ottawa West End Community Chaplaincy (OWECC).
5. Communicates to the KUC congregation, for example through Sharing Our Faith (the third Sunday of each month), how Outreach, Mission and Service and members of the congregation are helping meet the needs of our neighbours locally, nationally and internationally.
6. Reviews requests from outside agencies and organizations for financial assistance and recommends what action should be taken.
7. Provides a discreet channel for aid to local families and individuals.

## 4.10 Stewardship Committee

### **Purpose of Committee:**

To be responsible for the overall stewardship of the KUC congregation by: connecting with individuals to identify his/her God-given talents of Time, Talent and Treasure; helping people to engage in the life and work of the church in ways that are meaningful; and sustaining the mission of the church by explaining why we need financial resources and asking for them deliberately and respectfully.

### **Membership of Committee:**

Chair, Chair of Finance and Members at Large

### **Expected Term of Chair:**

Two years

### **Frequency of Meetings:**

As required

### **Duties and Terms of Reference of Committee:**

1. Educates the congregation on the mission of the church and communicates a vision of stewardship relevant to today's needs.
2. Celebrates the gifts, talents and treasures of individuals and groups within the congregation
3. Conveys the many and varied opportunities for people to engage within the church, community and world.
4. Gives visibility to specific needs for contributions of time, talent and treasure in support of the mission of the church.
5. Identifies, coordinates and ensures implementation of congregation and Council decisions related to fundraising, and annual or multi-year Stewardship themes.
6. Coordinates KUC policies and practices related to bequests to KUC and to the United Church of Canada. Oversees maintenance of KUC records of past and approved future memorial donations.

### **Coordinator of Fundraising – Stewardship:**

1. Maintains the KUC “Events Request” forms in office.
2. Approves fund raising requests with input from the Office Administrator for all fund raising at KUC. This form is intended to prevent multiple fund raising events and also to process event requests to other KUC committees for comment or approval.
3. Maintains contact with the organizers of our four main fund raising events to ensure that dates are set and plans are complete for each effort.
4. Sends Thank You cards on behalf of Stewardship to the organizers of our main Fund Raising events.
5. Records the funds raised from all events at KUC and reports these in the Annual Report.

## 4.11 Worship Committee

### **Purpose of Committee:**

The Worship Committee works with and supports the Ministerial Team to ensure worship services meet the needs of the congregation and are in alignment with the Mission and Vision of KUC.

### **Membership of Committee:**

The Minister of Word, Sacrament and Pastoral Care, the Music Director (ex-official members) and members of the congregation with an interest and passion for worship.

### **Expected Term of Chair:**

Two years

### **Frequency of Meetings:**

Generally once per month (first Tuesday) except July and August

### **Duties and Terms of Reference of Committee:**

1. Accepts names for baptism, marriage and membership on behalf of the Council and the congregation.
2. Ensures the church roll and records for the above are maintained.
3. Ensures worship services are attentive to the needs and desires of the congregation.
4. Encourages lay involvement in worship by people of all ages.
5. Ensures there are communion services at appropriate times in the liturgical year and coordinates these with the Clerk of Sacraments.
6. Ensures there are ushers, greeters, readers and sound volunteers at each service.
7. Provides an opportunity for those who cannot attend Sunday services to experience those services by providing recordings of services as needed.
8. Ensures the sanctuary is decorated in an appropriate manner for each season of the Christian calendar (including worship symbols such as candles, candle holders, flowers and banners).
9. Establishes an annual budget to ensure the above responsibilities can be met as well as the needs of the music program.

## 5.0 Other KUC Groups

### 5.1 Accessibility Team

**Purpose:**

To support and improve accessibility for people with disabilities at KUC.

**Membership:**

Representatives of M&P and B&G Committees from Council; members of the congregation with an interest in issues of accessibility for those with disabilities.

**Meetings:**

Four times a year, or as otherwise required

**Duties and Responsibilities:**

1. Be familiar with the Accessibility for Ontarians with Disabilities Act 2005 and the related standards as they are announced.
2. Be familiar with guidance and resources available through the United Church of Canada as to the application of the Act.
3. Develop and update as required an Accessibility Policy for KUC, to be approved by Council.
4. Provide guidance and make recommendations to Council and individual committees to create and put in place an accessibility plan as required to support accessibility for those with disabilities (e.g. as related to means of communication; allowance for presence of assistive devices or service animals).
5. Provide guidance and make recommendations for appropriate training of KUC staff and lay volunteers regarding accessibility for those with disabilities.
6. Ensure a feedback process is in place and work with the appropriate individual, committee, group or Council to respond to feedback as appropriate.

### 5.2 Choirs

Choirs at KUC presently include the Adult and Intermediate Choirs and the Alleluia Singers, all led by the Director of Music, and the Sounds of Joy singers, led by a volunteer coordinator.

#### 5.2 (a) Adult Choir

**Purpose and Activities of Group:**

1. Provides musical leadership to the congregation in the singing of hymns and responses at the 10:30 a.m. service, at special services such as Christmas Eve and Good Friday, for funerals (if requested) and at the 9:00 a.m. service on occasion.

2. Prepares special music (anthems) which reflect the theme of worship in a particular service.
3. Provides a place for spiritual and musical growth for the members of the choir.
4. Welcomes all youth or adults and offers personal support and friendship.

**Frequency of Meetings:**

The Adult Choir meets for rehearsal on Thursday evenings from 8:15 p.m. to 10:00 p.m. from September through June.

**5.2 (b) Intermediate Choir**

**Purpose and Activities of Group:**

1. Assists the Adult Choir in providing musical leadership to the congregation in the singing of hymns and responses at the 10:30 a.m. service (until the children leave the service or throughout the service if intergenerational).
2. Provides musical leadership when requested at other services, such as the 9:00 a.m. service, church musicals or the family Christmas Eve service.
3. Prepares special music (anthems) which reflect the theme of a particular worship service about once a month and leads musical dramas and the annual Christmas pageant.
4. Provides a place of welcome and friendship for children aged approximately 9 to 12.
5. Provides an opportunity to develop skills in leadership and cooperation in a church setting.
6. Teaches and reinforces Biblical texts through the learning of hymns, anthems, and musicals.
7. Teaches the skills of reading and singing music and becoming familiar with the hymn book.
8. Introduces children to some of the great traditional music of the church, some of the history of the church and good contemporary writing for children's choirs.
9. Provides a safe place to discuss questions about faith and theology.

**Frequency of Meetings:**

The Intermediate Choir meets on Thursday evenings from 7:00 p.m. to 8:00 p.m. from mid-September to May.

**5.2(c) Alleluia Singers**

**Purpose and Activities of Group:**

Members (ages six to eight) participate in worship about once a month, singing by themselves or with the other choirs. Rehearsals include time for exploring the children's singing voices and developing a beautiful unison sound, using rhythm instruments, playing musical games, beginning note-reading and introducing the children to the meaning of worship and the use of our hymnbooks

**Frequency of Meetings:**

The Alleluia Singers meet for practice every Thursday evening from 6:15 p.m. to 7 p.m. from late September to mid-May. Parents are asked to attend rehearsals.

## **5.2 (d) Sounds of Joy**

### **Purpose and Activities of Group:**

Singers and parents participate together in this group. The children are encouraged to find their singing voices with the use of children's songs which include church hymns, folk songs and fun songs. They enjoy singing games and a time for crafts and are introduced to the seasons of the church year. This group does not sing in worship on a regular basis, but does have a chance to show the congregation what they have learned and to contribute to worship services a few times in the year.

### **Frequency of Meetings:**

The Sounds of Joy meet every Thursday from 6:15 to 7 p.m. from late September to May.

## **5.3 Church School Coordinator**

### **Purpose:**

Organizes and operates the KUC Church School.

### **Expected Term:**

Two years (may be extended by one year)

### **Duties and Terms of Reference:**

1. Reports to the Council through the Chair of the Christian Development Committee.
2. Organizes and operates the Church School. Holds and chairs regular Church School staff meetings.
3. Works with the Christian Development Committee, Church School staff, and other interested persons, to assist in the selection, evaluation and recommendation to the Council of curriculum resources.
4. Coordinates the recruitment of Church School staff with the Christian Development Committee as required.
5. Maintains liaison with the Worship Committee to facilitate worship participation by students of the Church School.
6. Maintains a register and attendance record for the Church School.
7. Ensures that a weekly Church School collection is gathered and delivered to the KUC Treasurer for counting and recording.
8. Prepares an annual budget for the Church School for presentation to the Christian Development Committee.
9. The Church School Coordinator is a corresponding member of the Council, and as such receives copies of Council reading materials, may attend Council meetings and when in attendance may vote on all matters discussed at the meeting.
10. It is recommended that there be two coordinators.

## 5.4 Clerk of Sacraments

**Purpose:**

Assists with Sacraments.

**Expected Term:**

Two years

**Duties and Terms of Reference:**

1. Obtains the communion dates for the following year from the Minister or Worship Committee. There are usually six dates per year.
2. Arrange for communion servers for both services. Check with the Minister to see if there are special requests e.g. Confirmation class or members of a committee)
3. Prepare bread cubes and gluten-free wafers. Fill trays of communion glasses with red and white grape juice. Obtain an unsliced loaf for the Minister to break. The Clerk can ask for volunteers to prepare the elements and train them.
4. Clean up the bread trays and communion glasses after the service, or arrange for volunteers to cleaning up after communion.
5. Sign the baptismal certificates, or delegate the signing.

## 5.5 Lectionary Group

**Purpose and Activities of Group:**

Provides an opportunity for men and women to study the scriptures in a relaxed atmosphere, and to discover the relationship between the bible and their daily lives. The group studies the scripture readings for the following Sunday.

**Frequency of Meetings:**

Every Thursday morning from 10:00 a.m. to 11:30 a.m.

## 5.6 Men's Gathering

**Purpose and Activities of Group:**

1. Stimulates communication amongst men.
2. The group meets for dinner at various local restaurants or at KUC for a self-help meal. A presentation followed by discussion of up to 90 minutes is held at KUC after dinner. A planning team of four to five people plans topics for discussion, dinner arrangements and contacts members ahead of each meeting.
3. The discussion portion of the evening ranges from guest speakers brought in to address a topic of interest, to having men of KUC lead the evening by sharing with the gathering their knowledge

in a certain area. The discussions are not part of a series and, therefore, if someone can make it out to one meeting but not the next, it is not a problem. All discussions are aimed at increasing the communication between men and to help us understand each other.

**Frequency of Meetings:**

Monthly from September through May, except for December (i.e. eight meetings per year) on the first Tuesday of the fourth week of the month.

## **5.7 Nominating Committee**

**Purpose of Committee:**

For each Council position where the person presently serving is coming to the end of his/her term, identifies candidates and presents recommendations to the congregation at the Annual Congregational Meeting.

**Expected Term of Chair:**

One or two years

**Membership of Committee:**

Chair (current KUC practice is for the departing Council Chair to fill the role of Chair of the Nominating Committee), plus two to three other members. Typically the Chair of Stewardship and one other Council committee representative are either members of, or work very closely with, the Nominating Committee.

**Frequency of Meetings:**

As required

**Duties and Terms of Reference of Committee:**

1. Works to fill Council positions that are coming open, following the guidelines presented in Section 2.3 of these Terms of Reference.
2. Undertakes specific activities in its work, which may include some or all of the following:
  - i. Chair attends/participates in an appropriate Council meeting to present/confirm the names of members of the Nominating Committee and to discuss the process to be followed;
  - ii. Meets with relevant committee Chairs to review the committee's terms of reference and discuss possible nominees, and also seek suggestions from other Council members;
  - iii. Advertise Council positions coming open - through "want ads" around church, notices in the bulletins, and verbal announcements on Sundays;
  - iv. Make personal approaches to members of the congregation to judge their interest in Council positions;
  - v. Consider inviting those departing Council positions to contact potential candidates

- to provide insights into the roles and responsibilities of a the position and/or committee; and
- vi. Consider inviting a potential candidate to a Council meeting or arrange for a social gathering with some Council members e.g. during coffee time after a Sunday service.
3. Chair of the Nominating Committee presents the slate of nominees to the congregation at the Annual Congregational Meeting.

## 5.8 Pastoral Care

### **Purpose of Committee:**

Offers pastoral care to the congregation through the helpful concern shown by those who seek to minister in the name of Jesus Christ, and the love of neighbour expressed through the skills of listening, affirmation, prayer and referral.

### **Membership of Committee:**

Coordinator, Minister, and others who are committed to pastoral care

### **Expected Term of Coordinator:**

Three years

### **Frequency of Meetings:**

Monthly, except for July and August, on the third Wednesday of the month

### **Duties and Terms of Reference of Team:**

1. Provides pastoral care work of a continuing nature.
2. Maintain a prayer chain that is reviewed at all meetings. The list is confidential to members of committee only.
3. Sends cards to those:
  - i. Who are ill or grieving;
  - ii. Who are celebrating a significant birthday or anniversary (see #8); and
  - iii. Whose spouse has died on the 6 month and 12 month anniversary.
4. Conducts monthly visits if possible or phone calls to shut-ins or those hospitalized.
5. Assist members who may need transportation to church or medical appointments.
6. Deliver a poinsettia at Christmas time to all persons agreed upon by committee.
7. Organize short-term meals for members if need.
8. Maintain a list of senior members who will celebrate a 90<sup>th</sup>, 95<sup>th</sup> or 100<sup>th</sup> birthday plus a list of members celebrating 50<sup>th</sup>, 60<sup>th</sup> and every additional five years wedding anniversaries.
9. Organizes a Pastoral Care Sunday worship service in the spring.
10. Offer church services to residents at The Royale every second Thursday of the month. Summer service dates will be reviewed yearly.

11. Committee members identify potential team members in consultation with the Minister.
12. These potential members will be asked to take the introductory basic pastoral care training course (an 8 week course is offered twice yearly spring and fall). There is funding available to assist anyone who is interested in taking the course.
13. Prepare a yearly budget for the Finance Committee in the month of November

## 5.9 Quilting Circle

### **Purpose:**

The Quilting Circle allows members of the KUC community to explore the art and craft of quilting and the fibre arts. Quilters of all skill levels from beginner to advanced have the opportunity to improve their skills and try new methods and activities. The Circle also provides an opportunity for members of the KUC community to exhibit their fibre art in both formal and informal venues. The Friday meetings also allow the members of the Circle to enjoy some fellowship.

### **Organization:**

The Circle organization is informal, with a leader, who serves as liaison with the church, and facilitates the Circle's communications. Communication is through a mailing list and a web site ([kucquilting.ca](http://kucquilting.ca)). All decisions of the Circle are made by consensus.

### **Frequency of Meetings:**

The Circle meets every Friday, from September to June, in the Fireside Room.

### **Activities:**

1. The members create large, hand quilted bedcovers and other smaller pieces, which are donated to other groups, either for their use or as fundraisers.
2. About three times a year, the Circle goes on field trips to see exhibits of quilts or fibre art.
3. Periodically, the Circle has learning workshops, covering a new technique or a small project. These workshops are taught by either Circle members or outside teachers. The workshops are financed by the participants.
4. The Circle has held quilt shows, which have featured quilts made by the members of the Circle as well as family quilts from members of the KUC family. These shows have been open to the public, with the proceeds used to finance the charity quilts. Any additional funds have been given to other groups within the church.

## 5.10 Trustees

### **Purpose of Committee:**

Hold the KUC property for the use and benefit of the congregation as part of the United Church of Canada.

### **Membership of Committee:**

Chair and several members (at least 3 minimum), each of which serve a four-year term (or as required). Rotation of terms is suggested to ensure continuity and prevent wholesale turnover.

### **B&G Representative:**

At least one Trustee is also a member of the B&G Committee

### **Expected Term of Chair:**

Four years

### **Election:**

By two-thirds of the members of the congregation present at the meeting. Notice for the meeting to consider the resignation, removal or appointment of Trustees must be read at the two public Sunday worship services previous to the meeting.

### **Resignation:**

In writing to the Secretary of the congregation

### **Frequency of Meetings:**

Once a year or as required

### **Duties and Terms of Reference of Committee:**

1. Responsible for acquiring, selling, mortgaging, exchanging, renovating, leasing, investing and monitoring the real or personal property of KUC in accordance with Sections 265-267 inclusive and Appendix II, Schedule B of the United Church of Canada Manual. Details of these duties are as follows:
  - i. Ensure that the congregation carries adequate property and liability insurance at all times;
  - ii. Maintain an inventory of contents;
  - iii. Ensure that an up-to-date appraisal for replacement costs of the building and significant contents is obtained;
  - iv. After direction from the Council, make a formal request to the Ottawa Presbytery for their consent to proceed with major renovations and modifications to the building or property;
  - v. Sign any contracts or agreements entered into by the congregation;
  - vi. Responsible for the investment of funds not required for the daily operations of KUC.

- These investments will be managed in accordance with the Investment Policy approved by Council; and
- vii. Provide an Annual Report to the congregation.

**Reference:**

Congregational Board of Trustees Handbook 2004 and United Church of Canada Manual (2010)

## 5.11 Women's Groups

Currently, there are three women's groups which offer fellowship for women of KUC:

5.11.1 An **afternoon group** meets a few times during the year, when people are available. The group usually meets for a lunch on the first Wednesday of the month. Notification of the meeting is put in the church bulletin and followed up by phone calls where appropriate.

5.11.2 An **evening group's** leadership is whoever chooses to organize an event by placing a notice, reserving a location and phoning as needed. This group gets together every month or so usually on the first Monday evening.

These two groups meet together occasionally. Some women attend both groups.

### 5.11.3 Sophia Circle

**Purpose:**

The Sophia Circle is an informal group of adult women of all ages looking for shared wisdom, friendship and personal encouragement from fellow Christians.

**Leadership:**

Informal

**Frequency of Meetings:**

Last Tuesday of each month

**Activities:**

We meet monthly at each other's homes for stimulating conversation and discussion of popular books and films and an occasional meal together. We are challenged to read and explore common trends and spiritual aspects of our own and others' cultures and faiths.

The organization of the Circle is informal. The Circle has a scribe, who sends out a monthly email with reminders of the upcoming meeting, and future study material. All members are encouraged to lead and participate in the discussion at meetings, as well as contribute suggestions for the books and films to be

discussed.

All meetings are open to any woman who wishes to join with others in fellowship. New members are warmly welcomed.

## **5.12 Youth**

### **Purpose and Activities:**

1. We are interested in exploring who we are and finding out more about ourselves.
2. We are more mission based, interested in helping out with the community e.g. going into a soup kitchen.
3. We are completely open for the members of the group to suggest things they are passionate about.

### **Frequency of Meetings:**

Third Friday of each month