

St. Andrew's Council Meeting
Held by *Zoom*, North Bay, ON
Tuesday March 16th, 2021 at 6:30 p.m.

Welcome and Opening (6:35 p.m.)	Pat Kirton-Bailey welcomed everyone to our <i>Zoom</i> meeting.
Attendance	Stuart Bailey, Elizabeth Brownlee, Cathy Coleman, Kim Delarosbel, Marg Fleming, Karen Gooch (Secretary), Samantha Gravel (Treasurer), Peter Haddow, Pat Kirton-Bailey (Chair), Rev. Lillian Roberts (Interim Minister), Derek Stott, Beth Ward (Vice Chair), Natalie Wilson (13)
Guests	Garth Goodhew (Trustee)
Worship	Lillian Roberts began the opening worship by lighting a candle. She reminded us that as leaders, we are the first to move into new territory and the first to prime the pump of the well that will not run dry, as in the story of <i>Desert Pete</i> . (One version of this story can be found here: Microsoft Word - Desert Pete (pjsahcoc.com)). We need to be the ones to take the risk, have courage and have trust. We need to think about providing for those who come behind us.
Agenda	Motion 033/21 Peter Haddow/ Samantha Gravel moved that the agenda be accepted as circulated. Carried
Minutes of Previous Meeting	Motion 034/21 Natalie Wilson/ Stuart Bailey moved that the minutes from the February 16 th , 2021 Council meeting be accepted with two additions – Natalie Wilson was in attendance and Kim Delarosbel also approached Lucy Emmott about joining the Profile Committee. She is not able to participate. Carried
Correspondence	None
Business Arising	
Banner Case Study	Appendix I Documentation for a Banner Case Study was circulated to Council members before this meeting for review. (Appendix I). A half hour was set aside for discussion. <ul style="list-style-type: none"> • Lillian Roberts began with a brief overview. The purpose of the study is to provide a ‘balcony’ view of the issues around putting up the fundraising banner on the outside of the building. We are not trying to find blame or judge anyone. The purpose is to learn from the experience and figure out how to do things better in the future. • Lillian asked people to explain why they were upset. Several said that there was no understanding of how decisions about taking down the Affirming banner or putting up the fundraising banner were made. It appears there was little consultation in either case. There was frustration that the Affirming banner, which reflects a big part of our identity was replaced with a banner about money, especially when we had been advised that any banner would cause damage to the brickwork.

- This led to discussion about autonomy. There should be a clear mandate describing roles and expectations of committees and this has not always been the case generally and more particularly with the belfry project and the associated fundraising.
- What is needed to help committees to know when they should be consulting and when they can just make decisions? There was a suggestion to have some guidelines about spending limits. Is a decision within the committee's mandate or/and are there wider considerations? For example, is our public image impacted and are we sending a consistent message?
- There needs to be a balance between empowering volunteers and holding people accountable for their actions. There is a difference consultation and seeking permission or approval.
- We can't always be second guessing decisions and this may mean that there will be mistakes made. We should start from a place where we trust that others take actions with the best of intentions and we should be able to have open dialogue rather than presuming rationale.
- Transparency on both sides is necessary. Policies and mandates need to be clearly communicated and committees need to keep Council informed about what they are doing. We need to look at growing a culture dialogue, sharing our feelings without blame in order to build common ground. We need to create a space where honest conversation can occur and people do not become defensive.
- Sometimes, there are many layers to a problem and peeling back these will help us figure out how to move forward. The Transition Team will discuss this further and the Council will revisit this case study in the coming weeks.

Security Policy **Appendix II**

The Video Surveillance Policy (Appendix II) developed by Beth Ward and Stuart Bailey was discussed and several questions were raised:

- Will there be surveillance of the Church School room? No. The purpose of the cameras is to monitor the public areas of the building and not to monitor the activities of staff and volunteers as they work. There should be a balance between that and privacy. The spirit of the policy is to protect those working in the building.
- Are the cameras running all the time or are there motion sensors? There are not motions sensors. It will be set up to record for a week or two before being recorded over. A computer monitor could be set up to help see who is at the McIntyre door.
- Other questions to be answered include:
 - How often will there be a review of the policy?
 - Who will be authorized to release video footage if requested by the police?
Normally this might be something for the Privacy Officer to handle, however St. Andrew's currently does not have anyone in this role.
- With the understanding that there is still further assessment required, the following motion was passed and arrangements will be made for the installation of the camera system.

Motion 035/21

Cathy Coleman/ Derek Stott moved that the St. Andrew's Council approve the Video Surveillance Policy as presented in Appendix II with the understanding that there are still several procedural questions to be answered and several forms to be developed.

Carried (Kim Delarosbel abstained)

New Business

Financial Report Samantha Gravel offered the following financial information:

- Financial Update - Samantha is hoping to get caught up with the financial statements soon. Now that there will be someone in the office, she will be able to have access to the deposit information that she is missing.
- Auditor – Samantha will contact Peter Finch who has acted as our auditor for a number of years to see if he interested in continuing with this role.
- Budget - Samantha will meet with Pat Kirton-Bailey to work on preparation of the 2021. Committee Chairs are asked to have any budget requests to Samantha by March 23rd. Since the budget will not be presented to the congregation for approval before the AGM at the end of April, a motion was passed to allow spending to continue using the 2020 budget.

Motion 036/21

Samantha Gravel/ Beth Ward moved that St. Andrew's Church continue to operate under the 2020 budget until the 2021 budget is approved by the congregation.

Carried

- GoFundMe – Information has come to light that GoFundMe will be closing down their 3rd party charitable operations at the end of March and any current fundraising events will no longer be able to operate under this program as of September 30th, 2021. Since our campaign has only raised \$2,290 in 4 months of operation it was decided that we should close down our fundraising page.

Motion 037/21

Kim Delarosbel/ Beth Ward moved that St. Andrew's Church close their GoFundMe account as soon as it can be arranged.

Carried

Kim Delarosbel will contact Tracy and Katie Davis, who initially set up the account in order to make the necessary arrangements to close the account. Several people have stated they have had trouble obtaining receipts for donations they made using the GoFundMe page. They will need to contact GoFundMe directly for a receipt of payment and PayPal Giving Fund Canada for a charitable tax receipt.

Committee Reports **Appendix III**

The following committees offered reports:

- Reopening Committee – The Reopening Committee has established plans to return to in-person worship next Sunday, March 21st. Details and health protocols were circulated as part of last Friday's newsletter. [SAUC-COVID-protocols-as-of-March-12-2021.docx.pdf \(standrews-northbay.ca\)](#)
- M&P Committee – Natalie Wilson provided highlights from the written report found in Appendix III. The Reopening Committee has connected with the custodians to determine a cleaning schedule. Lillian Roberts and Peter Hadow have also met with them to clarify some of the concerns raised in the M&P report. The custodians have not always provided timesheets to our Treasurer in a timely manner. Natalie will work with them to ensure a record of their hours is kept at the church.
- Administration Committee – Karen Gooch reported that the tax receipts were printed and sent out with the help of Peter Hadow, Rod Desjardin and Elizabeth Brownlee. There were some technical issues getting the receipts printed that was

partly due to the fact that we are using an old version of ChurchWatch, the database program that records donations. This will be upgraded in the near future at a cost of about \$300.

Committees are encouraged to provide written reports to be distributed ahead of the Council meetings for members to review. Oral reports at the meetings should consist mainly of items which require approval from or consultation with the Council, along with brief highlights from the written report.

Annual Meeting We decided that the Annual General Meeting will be held on Tuesday April 27th, 2021 at 6:30 p.m. The meeting will be held using *Zoom* and depending on pandemic restrictions we will explore the possibility of having an in-person component. Submissions for the 2020 Annual Report should be emailed to Council Secretary Karen Gooch before April 12th.

Motion 038/21

Samantha Gravel/ Stuart Bailey moved that the Annual General Meeting will be held using *Zoom* on Tuesday April 27th, 2021 at 6:30 p.m. **Carried**

Transition Team Report

Appendices IV, V

Beth Ward spoke briefly about the activities of the Transition Team to date. (Appendix IV) The Team has been brainstorming about goals and ways to connect with the congregation. They are hoping to find one or two more members to broaden the perspective of the Team.

Lillian Roberts outlined the Transition Goals:

- She started by talking about why we need goals. They are intended to help us come to terms with our history and lead us to exploring our identity as we move forward and commit to a new ministry direction. It is hoped that we will be able to encourage new leadership and renew our denominational ties.
- The Team has come up with five goals to work on during this transition time. (See Appendix V for a description of how these goals will be fulfilled.)
 1. Build ways of nurturing and strengthening a healthy community
 2. Ensure there is process in place for the oversight of the congregational and its financial life
 3. Nurture an understanding and practice of Governance that is healthy and engages and supports leaders in serving the ministry of the congregation
 4. Articulate the core identity of the congregation and its purpose and mission as a faith community of faith
 5. Develop a communication strategy that engages the whole congregation in the vision and work of the community
- Appreciation was expressed for the work of the Transition Team and the following motion was introduced:

Motion 039/21

Elizabeth Brownlee/ Marg Fleming moved that the St. Andrew's Council accept the Transition Goals as present by the Transition Team. **Carried**

Other Business

Cassells Street Door Pat Kirton-Bailey has contacted two contractors who will be looking at the Cassells Street door off the narthex and the outside doors off the gym in order to provide an estimate to fix the latches.

Contact Info A number of tax receipts that were mailed out were returned, so reminder will go out in the weekly newsletter to encourage people to contact the office if they have moved so that we are able to keep in touch. We briefly discussed the possibility of producing a new (photo?) directory. This is something the Transition Team has considered.

Adjournment

Lillian Roberts offered a prayer and the meeting adjourned at 8:15 p.m.

Next Executive Meeting Tuesday April 13th, 2021 at 6:00 *Zoom*

Next Council Meeting Tuesday April 20th, 2021 at 6:30 p.m. *Zoom*

Chairperson, Pat Kirton-Bailey

Secretary, Karen Gooch

Appendix I

Case Study St. Andrew's United Church

Public Banners

At the February 2, 2021 Council meeting of St. Andrew's concern was expressed concerning how decisions were made regarding what banners were displaced on the exterior building. This arose specifically in connection with the hanging of the Belfry Campaign, Donate Banner in January.

Description of Evolution of the Issue

Prior to any exterior work being done on the exterior of the building in 2020, there were exterior banners on the building. It is unclear exactly when the banners came down and if there were maintenance issues related to the removal of the banners. It is rumoured that there was concern that long term presence of banner could be detrimental to the brick work but it is unclear if that had been a determination and the reason for



the removal of the banners. It is also likely that the erection of scaffolding and construction meant that any banners present at that time on the Cassell's street side were removed as part of the construction project. When

the belfry construction was completed, the Belfry Campaign arranged for the



placement of the fundraising banner on the Cassell Street side using existing hanging tools.

February 2, 2021 Council Minutes note the following:

Fundraising Banner

There was a discussion about the banner that was put up on the outside of the building by the Belfry Fundraising Committee: |

- A number of Council members expressed their displeasure about how this was handled. There was no motion passed by Council to approve the installation of the banner and it is unclear where the money will come from to pay for this.
- Two banners (including our Affirming banner) were removed from the building without any consultation as we had been advised that putting the banners on the building will cause damage to the brickwork. Seeing a new banner appear in the same place has upset people.
- People need to be reminded that there is protocol that needs to be followed. We have a history of people doing things and then asking for approval. Helping us to recognize and change our old patterns of harmful behaviour will be an important part of the work we will do with our interim minister.

Motion 24/21 Elizabeth Brownlee/ Cathy Coleman moved that we invite Bruce Downey and Reid Milne to our next Council meeting to discuss the installation of the fundraising banner.

Questions Arising at the January Council Meeting

1. How was the decision made to hang the "Donations" banner on the exterior of the church?
2. How was the decision made to not re-hang the banner that had previously been in that location?

Deeper Questions that the case model points to:

1. Clarity of committee autonomy in decision making. When is Council approval required?
2. Clarity of when consultation with other areas of ministry is important in committees considering action.

3. How does the congregation consider its identity, ministry and priorities are portrayed by its physical presence? How to exterior banner, signage and general appearance of the church property speak to who we are?
4. Do we trust that others take actions with the best of intentions and that while issues may occur it is wise to engage in dialogue rather than to presume rationale?

Any further action?

1. How does the Council facilitate good communication so that any further action in regards to exterior banners/signage is collaborative and reflective all voices? How is the length of time banners are hung determined? Are there options to displaying?
2. Gathering good information – when were the banners removed and for what reason? Where are the banners now? Are they in a condition that they could be used again?
3. What role does the Council have in communicating with the congregation about changes in the public face of the property?

Appendix II

St. Andrew's United Church Video Surveillance Policy

Policy Statement

St. Andrew's is an inclusive and affirming Christian community of faith worshipping God and serving others. Inspired by Holy Scripture and guided by tradition, reason, and experience, we share the ministry of Jesus Christ by nurturing spiritual growth, caring for creation, and being with those in need. However, as a church that frequently works to welcome all who seek us, we also recognize the need to balance an individual's right to privacy and the need to ensure the safety and security of our Ministry team, our staff, our many dedicated volunteers, as well as our congregational members and others who may come through our doors. Therefore, while video surveillance cameras are installed for safety and security reasons, St. Andrew's also realizes that its video surveillance systems should be designed to minimize privacy intrusion. We acknowledge that we have an obligation with respect to notice, access, use, disclosure, retention and disposal of any records, including records that involve video images and/or audio. (It is recommended that there is no sound).

Policy Description

This policy has been developed to govern video surveillance at St. Andrew's United Church in North Bay, Ontario, and has been drafted in accordance with the privacy provisions suggested by the Information and Privacy Commissioner of Ontario ("IPC") in a document entitled "Guidelines for the Use of Video Surveillance," published in October, 2015.

Application

This policy applies to all types of camera surveillance systems, surveillance monitors, and camera recording devices used on site at St. Andrew's United Church, in North Bay, Ontario, when such devices are used for security purposes.

Responsibilities

1. St. Andrew's Church Council, on behalf of St. Andrew's Congregation, is responsible for managing, revising and review the Video Surveillance Policy.
2. Church Council may choose to delegate responsibilities under this Policy to St. Andrew's staff.
3. It is the duty of all members of St. Andrew's Church Council as a whole to respond to access requests from the public or from the church community with regard to surveillance material.
4. It is also Church Council's duty to ensure compliance with this policy.
5. Church Council is responsible for evaluating existing surveillance equipment on an annual basis to ensure it is aligned with this policy.
6. St. Andrew's Church Council will advise collectively on the placement of video surveillance monitoring signs on St. Andrew's property.
7. In times of emergency, members of the St. Andrew's Church Council Executive may act as the primary contact for all requests by law enforcement agencies for access to video records.
8. Church council should request regular updates with regard to the day-to-day operations of video surveillance on St. Andrew's property, and will use its authority to ensure that any surveillance equipment is operated in compliance with all aspects of the Security Video Surveillance Policy.

9. St. Andrew's Church Council will ensure all monitoring and recording devices are placed in a safe and secure location, and that any record keeping activities associated with security video footage are maintained in a secure location with no public access.

10. St. Andrew's Church Council will ensure that no copies of data/images in any format (hardcopy, electronic, etc.) is taken from the video surveillance system inappropriately. It is the duty of any staff or representative of St. Andrew's United Church (volunteer or otherwise) to maintain and respect this policy. Any discovered privacy breach will be reported immediately to Church Council for immediate action.
11. All Staff or church representatives must adhere to the video surveillance policy and must not access or use information contained in the video surveillance system, its components, files, or database for personal reasons, nor dispose, destroy, erase or alter any record without proper authorization by an approved motion of Church Council, and without following the regulations contained in the Security Video Surveillance Policy.

Guidelines to Follow Prior to the Installation of a Video Surveillance System

Before deciding to install video surveillance, the following factors must be considered:

- The use of video surveillance cameras should be justified on the basis of verifiable, specific reports of incidents of crime or significant safety concerns.
- A video surveillance system should only be considered after other measures of deterrence or detection have been considered and rejected as unworkable.
- An assessment must be conducted on the effects that the proposed video surveillance system may have on personal privacy, and the ways in which any adverse effects can be mitigated.
- The proposed design and operation of the video surveillance systems should minimize privacy intrusion.
- Whether or not additional sensory information, such as sound, is directly related to potential problems or does not need to be recorded.
- Once such guidelines have been considered, the following design considerations must also be taken into effect:
 - The length of time of video surveillance systems (i.e., 24 hours daily, or only during specified times)
 - The placement of video equipment in spaces that have been identified as requiring video surveillance (i.e., main entrances, hallways, church office).
 - The placement of video equipment in such a way as to restrict ability to adjust cameras, so that the cameras do not record and operators cannot adjust or manipulate cameras to overlook spaces that are not intended to be covered by the video surveillance program, such as into offices or into the Sanctuary.
 - Equipment should never monitor the inside of areas where the public and employees have a higher expectation of privacy (e.g., the chapel, sanctuary, or washrooms).
 - Viewing and recording equipment must be located in a strictly controlled access area.
 - Only identified staff or representatives shall have access to the reception/recording equipment.
 - Every reasonable attempt should be made to ensure video monitors are not in a position that enables the public and/or unauthorized staff to view the monitors.

Notice of Use of Video Systems

In order to provide notice to individuals that video is in use:

- St. Andrew's United Church will post signs, visible to members of the public, at all entrances and/or in hallways, as well as in any area under video surveillance.

- Signage will inform individuals, using words and pictures or symbols, that security cameras are in use. The signs will also explain why the personal information is being collected and the title, address, and telephone number of someone who can answer questions about its collection.

Personnel Authorized to Operate Video Equipment

Only a designate of Church Council shall be permitted to operate video surveillance systems.

Video Equipment / Records Types of Recording Devices

The video equipment used on site will include one DVR 4/6/8 Channel, 4 ADH cameras, BNC Cable, DC 12V/2A power supply for 8 a DVR, DC 12V/2A power supply for camera, 1 to 4 Splitter Adapter Cable, USB Mouse, and a user Manual. A separate, password-protected monitor will be installed to access video footage.

All video recordings will be retained for a period of up to 30 days, depending on the recording device and technology. A record of an incident will only be stored longer than 30 days where it may be required as part of a criminal, safety, or security investigation or for evidentiary purposes. The Video Equipment Monitor will be kept in a secure location not visible to the public.

All records (storage devices) shall be clearly labeled by date and by location of origin (i.e., recording camera). They shall be labeled with a unique, sequential number or other verifiable symbol.

References (to Legislation): The Information and Privacy Commissioner of Ontario
[Guidelines for the Use of Video Surveillance - IPC](#)

Definitions

- Common Areas of the Church (hallways, entrances, church gym)
- Restricted Areas of the Church (i.e., bathrooms, offices)

Forms

- Acknowledgement of Confidentiality with Regard to Access to Video Footage
- Request for Access to Security Footage
- Disclosure log form

Appendix III

M&P Update to Council, March 7, 2021

Custodial Team Evaluations

Phone check-ins were completed with both Andrea Church and Kelly Miles. The feedback received from both was overwhelmingly positive. They spoke of how well supported they felt as they “learned the ropes,” even during our last reopening period. Since the lockdown, one team member has been working once weekly, after the foodbank on Thursdays.

The team did identify some questions/needs that we should respond to:

1. Will someone on the Reopening Committee be in touch with each of them to schedule times for a deep clean? Who will be communicating with the team regularly to coordinate this and ongoing cleaning protocols during reopening? Both have indicated that they are available for extra hours, but they need to know when and what needs to be done. It is also very helpful for them to know when we will be allowing groups/meetings back in the church, so that they can prepare for that.
2. There is a build up of cardboard/boxes and the custodians are not certain where/when it is supposed to be recycled—who normally manages this piece?
3. The small door that leads into the hall between the two kitchens is jammed and not opening—they are uncertain if this is a concern (fire hazard) or not.
4. The ladders and tarps in the narthex make it difficult to navigate and properly clean some of that space. Are those going to be moved/stored somewhere different upon reopening?
5. Currently, one of the custodians is regularly doing laundry of cleaning supplies on our behalf. However, she does not have a washer/dryer, and because the laundry is so sandy, she is often cleaning it separately. It would be nice if we could reimburse her for the machine costs in some way (this is Natalie's suggestion, and was not made by the custodian, who said she volunteers to do this). There was some discussion with the previous M&P Committee members about installing a second-hand washing machine in the downstairs bathroom as a way to manage the laundry from cleaning and the kitchen.
6. A white board indicating room use would help custodians know what rooms have been used and need to be cleaned. As well, signs in kitchen areas asking people to please put dishes and items away after use would save a lot of time when it came to cleaning the kitchen areas.

7. A ramp of some sort to assist with emptying the bucket into the shower stall would also help, as it is really hard to lift the bucket when it is full of water.
8. It is difficult to clean/maintain the Sunday School room and Room Six because it is being used for storage, so it will be good to know if this is going to change in the near future as they haven't been well cleaned.
9. Is it possible to use the vacuum that is normally in the middle office upstairs for the carpets in the sanctuary? There is no hose attachment for the usual vacuum and it is time consuming to try and collect winter sand and salt with it. A boot brush of some sort at each entrance might help slow the damage to the floors, particularly in the wintertime.
10. It would be helpful to have an emergency contact list for building problems: for example, if the pipes freeze, who are the custodians supposed to contact?

Temporary Office Administrator

Peter Haddow is already hard at work, and will be setting a regular office schedule as plans to reopen continue. Peter will be in the office until the week ending April 9th, 2021. Peter's competence and willingness to get involved has been much appreciated!

Search Committee for Office Administrator

The Search Committee is up and running, and is pleased to have the support of Lu Masson and Bethany Brownlee. The committee has met to discuss the position and plans for advertising the job.

The Committee did want to make the following recommendations with regard to the position:

1. That the job description be updated slightly to include sharing information with those persons managing our social media accounts (Facebook) as well as with the webmaster;
2. That the job description remove mention of the weekly Nugget submission, as this is not an effective use of time or financial resources;
3. That the position begin with a three month probation at 12 hours weekly. After three months, provided the candidate has been successful at the role, that the candidate can choose to continue at 12-13 hours weekly (to opt out of benefits and pension) at a higher rate of pay (ie., \$16 or 17/hr) or continue at \$15 for 15 hours per week with benefits and pension.

We plan to advertise the position with area United Churches, as well as on readysethired.ca, YES employment and the job bank. It is our hope to have the

position advertised by the week of March 8th, so that we can begin shortlisting resumes the week of March 22nd.

Transitional Supply Minister

Our Transitional Minister has been incredible at providing support and direction as the M&P Committee continues to get comfortable with its responsibilities. I am sure Lillian is providing supports for other committees as well. However, this past month (February) has already seen Lillian accruing some significant overtime—in part because there was so much work for her to manage even prior to her official start date. There is a plan in place to manage some of the lieu hours, but I think we must all be mindful of how we can best support our Transitional Minister to ensure that she is able to focus on the areas where we need her most.

Appendix IV

Transition Team Update

March 11, 2021

Current members: Karen Brophy, Cathy Coleman, Karen Gooch, Lillian Roberts, and Beth Ward

During our initial two meetings we have discussed a number of tasks and developed a number of goals (included separately at the end of this update and which Lillian will present to Council).

We reviewed the section of the United Church Handbook that covered this topic and discussed how we understood our tasks. This included:

1. How we will work together (Team building, Handbook pg. 6-9)
 - a. Beth Ward has agreed to act as Chair and;
 - b. Cathy Coleman has agreed to act as Secretary

We initially brainstormed ideas for goals. The brainstorming ideas were distilled down to four areas of focus:

1. The challenge of being community
2. Finance
3. Connections and community that may include pastoral care
4. Governance and leadership

We also discussed the ways that this work will be communicated to the congregation for transparency, but also to have members of the congregation engage in ongoing discussion and participation with this process. These include:

- Weekly Together newsletter
- Written updates to council along with presentations
- A Transition Brochure

Work in Process

Commitment to do a case study with the Council regarding the exterior banners will be fit into March meeting

Attempting to identify other members of the church to represent a broader compliment.

Transition Goals

March 8th 2021

Why Goals?

While Transition Ministry in general names five development tasks that will help a congregation move toward a future healthy pastoral relationship, it is also recognized that each context for ministry, and each community of faith has unique attributes and challenges. Transition goals are an expression of specific tasks that demonstrate the congregation has engaged in intentional work and is able to reflect on the degree to which the goal has been accomplished. The five developmental tasks of transitional ministry are:

1. Coming to Terms with History It is important for congregations to know their history so that they can appreciate their heritage and at the same time be aware of the issues and concerns that need to be resolved in order to move freely into the future.

2. Discovering a New Identity Identity is the task of understanding "who we are now in our present context and what it is we understand God is calling us to be." It is the task of developing the vision to which a congregation is being called.

3. Allowing Needed Leadership Change In most congregations over a period of time the leadership begins to take on much of the style and values of the previous minister(s). When that minister(s) leaves, there is often a time when persons who have been in leadership rethink their commitment and determine whether or not they want to continue in leadership positions. Other persons often find the interim time an opportunity to take leadership roles. This is an opportune time to empower those who are out of power and to welcome leadership gifts from all parts of the congregation.

4. Renewing Denominational Ties

Congregations often are not aware of the support and resources they receive from their denomination. That relationship is normally more visible while the structures of the church beyond the congregation are engaged in working with the congregation in moving through the interim period and seeking to find the right rector to call. The transition time helps raise the awareness of a congregation to its denominational heritage, ministries and resources.

5. Committing to New Directions in Ministry When a congregation has developed a shared vision of its future and has sought to call a minister for to help lead it in moving into that future, there will probably be a new commitment both to that new leader and to that new future.

Draft of Transition Goals for St. Andrew's (Draft 2 March 2021)

Goal 1 – to build ways of nurturing and strengthening a healthy community

- To provide means through which the congregation can experience a culture of healthy community, where there is openness, honesty, trust and an ability to communicate clearly and well.

To attend to the **nurturing of community** even in a pandemic context by:

1. Creating online opportunities for people to connect
2. supporting pastoral care connection through phone, Zoom, cards
3. offering the opportunity for individuals to participate in a St. Andrew's Virtual Bubble through which people take responsibility for keeping in touch with one another.

In the near term this is about allowing spaces where people can breathe and feel connected. This will help to lower anxiety in the system.

Goal 2 – to put in place administrative processes that are transparent and accessible, including collection and assessment of financial viability

- To ensure there is **administrative process in place for the oversight of the congregation and its financial life.**
 1. Plan for Belfry debt retirement
 2. Assess financial patterns and sustainability
 3. Ensure administrative processes are known and documented
 4. Plan for longer term stewardship

Goal 3 – to nurture an understanding and practice of Governance that is healthy and engages and supports leaders in serving the ministry of the congregation

- To **review the present Governance**
 1. Ensuring there is documentation that sets forth the roles and responsibilities of committees, teams and the Council with particular attention to framework of autonomy in decision making for committees
 2. to embed opportunities for orientation for lay leaders, particularly those new to their role
 3. to support a culture where leadership is honoured as a spiritual gift and discipline and leaders work together that is respectful and collaborative
 4. to assess the appropriateness of the size of the Council, the number of committees, and demands for other positions of lay leadership
 5. Develop an understanding of policy in decision making

Goal 4 – to articulate the core identity of the congregation and its purpose and mission as a faith community of faith

- To enable the community of faith to articulate **its identity and mission** through:
 1. Technological gathering post Easter (Zoom) – 3 main questions: What is most important to you, that keeps you connected to the congregation? Please finish this sentence, The best of who we are as St. Andrew's Church is reflected when we....; What does St. Andrew's need to learn to do better or in a new way? Have some technology training available, build expectation.
 2. If we get to the point of being able to have small group gatherings post Easter, to plan for "coffee clatch" opportunities (6 – 10 people) to talk about their experience and dreams for St. Andrew's
 3. to utilize the Annual Meeting (whether by Zoom or in person / or hybrid) agenda to include conversation about transition.

Goal 5 – to develop a communication strategy that engages the whole congregation in the vision and work of the community

- To model **regular and clear communication** about the life of the congregation through:
 1. Use of weekly newsletter
 2. Mailing to those with no email
 3. Facebook posts about the congregation
 4. Council minutes online – linking this with newsletter
 5. Reporting in worship both online and in-person
 6. Instagram
 7. Directory?
- To have an overall strategy for which forms of communication are the best tools in which circumstances
- To collective information from congregants about their preference for communication mediums.