



# **“Our Way Forward”**

## **Ad Hoc Committee Report to the Official Board April, 2014**

Committee members: Heather Greenfield, Carl Hearn, Trevor Johnson,  
Sheila LeClair and Craig Read

### **Wesley-Knox United Church**

91 Askin Street, London Ontario, N6C 1E7

[www.wesleyknox.com](http://www.wesleyknox.com)

[wesleyknox@bellnet.ca](mailto:wesleyknox@bellnet.ca)

## Official Board Summary

### Purpose

“That in keeping with the diligent and detailed work of the Joint Needs Assessment Report and in light of the energy and commitment to youth, children and family ministry presently being expressed by the congregation, the Council and Official Board empower the Action Team to discern and decide upon the needs of the congregation and, in consultation with numerous committees, explore the hiring of “additional program staff in 2014 (edit) to augment the skills of the new Minister and complement the current programs.” (Joint Need Assessment Report Wesley-Knox United Church February 2011) “

### Process

Meetings have been held since late November.

The committee met with both clergy and lay members of Wesley-Knox and the full “Council”.

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was prepared.

Opportunities were categorized as “Immediate” or “Medium/Long-Term”.

Recommendations were created for each Immediate Opportunity. For each recommendation, strategies to achieve the objective were developed.

**Recommendations: with strategic details on the pages following this Summary.**

- 1. Continue to evolve, improve and supplement our existing Christian Education Programs**
  - Broaden the spectrum of programming to encompass and involve all age groups
- 2. Development of a Membership and Volunteer Tracking and Retention Strategy**
  - Add to our staff resources by hiring a part-time Membership & Volunteer Coordinator. This person will assist in the process of continuing to build the Wesley-Knox Volunteer “Talent Bank”
- 3. Encourage member involvement in development of new initiatives – “Abundance Pot”**
  - Create an “Abundance Pot” which would be funded through a portion of the “Vision Funding” approved at our recent Annual Meeting
  - Involve congregation in direct development of new initiatives which will help to meet our long-term desire to increase membership, involve more age groups, and raise awareness
- 4. Increase awareness and outreach of Wesley-Knox**
  - Continue to raise the awareness of Wesley-Knox in the Old South Community
  - Increase number and type of outreach projects
  - Develop a stronger social media presence to help spread the word about Wesley-Knox
- 5. Rebrand committees to better reflect their mission. Improve overall committee/official board/council communication processes**
  - Council to act as ‘MOTIVATORS OF MINISTRY’ to coordinate the strategic visions of the church by continually looking forward, improving communication, ensuring coordination of strategies and evaluating outcomes
  - Develop a succession planning strategy for staff, committees, groups and volunteers
  - Rename committees to better reflect their mission and draw in more volunteer membership

## Recommendations – Immediate Opportunities

### 1. Continue to evolve, improve and supplement our existing Christian Education programs

| Strategy  | Action Steps   | Committee(s)/ Staff  | Resources   | Time Frame   | Evaluation  |
|---|--|--|---|--|---|
| <b>Broaden the spectrum of programming to encompass and involve all age groups.</b> | <ul style="list-style-type: none"> <li>• Develop a Multi-Generational Education Plan</li> <li>• Ensure Plan addresses Younger Adults and members 55 and older</li> <li>• Christian Education Committee to develop an Evaluation Process</li> </ul> | <ul style="list-style-type: none"> <li>• Christian Ed Committee</li> <li>• Volunteers to assist with implementation</li> </ul> | <ul style="list-style-type: none"> <li>• Allocation from Vision Funding</li> <li>• UCC Education Resources</li> </ul> | <ul style="list-style-type: none"> <li>• 12 mts</li> </ul> | <ul style="list-style-type: none"> <li>• Review the Evaluation Process on a quarterly basis</li> <li>• Determine if appropriate to continue funding at the end of the first year</li> </ul> |

### 2. Development of a Membership and Volunteer Tracking and Retention Strategy

| Strategy  | Action Steps   | Committee(s)/ Staff   | Resources   | Time Frame   | Evaluation  |
|---|--|---|---|--|---|
| <b>Improve tracking of visitors, families from community music programs, baptisms, weddings, funerals</b> | <ul style="list-style-type: none"> <li>• Hire a Member &amp; Volunteer Co-ordinator</li> <li>• Develop a Tracking System</li> <li>• Develop a volunteer “talent bank”</li> <li>• M&amp;P Committee to develop an Evaluation Process</li> </ul> | <ul style="list-style-type: none"> <li>• M&amp;P</li> <li>• Membership</li> <li>• Stewardship</li> <li>• Tracy Crick-Butler</li> <li>• Doug Ross</li> <li>• Barb McGill</li> <li>• Karen Schuessler</li> <li>• Heather Westbrook</li> <li>• Mary Bee Haworth</li> </ul> | <ul style="list-style-type: none"> <li>• Allocation from Vision Funding</li> <li>• Investigate existing tracking systems and purchase software</li> </ul> | <ul style="list-style-type: none"> <li>• 12 mts</li> </ul> | <ul style="list-style-type: none"> <li>• Review the Evaluation Process on a quarterly basis</li> <li>• Determine if appropriate to continue funding at the end of the first year</li> </ul> |

### 3. Encourage Member Involvement in Development of New Initiatives – “Abundance Pot”

| Strategy   | Action Steps  | Committee(s)/ Staff   | Resources   | Time Frame   | Evaluation  |
|--|---|---|---|--|---|
| <p><b>Empower the congregation in direct development of new initiatives which will help to meet our long-term desire to increase membership, involve more age groups and raise awareness</b></p> | <ul style="list-style-type: none"> <li>• Develop an “Application Template” which will have terms of reference and will be used to assess viability of project and synergy with the objectives of the initiative</li> <li>• Council to choose “winning” proposals</li> <li>• Develop an Evaluation Process to determine effectiveness</li> </ul> | <ul style="list-style-type: none"> <li>• Council and/or Official Board</li> </ul> | <ul style="list-style-type: none"> <li>• Allocation from Vision Funding called the “Abundance Pot”</li> </ul> | <ul style="list-style-type: none"> <li>• 12 mts</li> </ul> | <ul style="list-style-type: none"> <li>• Review the Evaluation Process on a quarterly basis</li> <li>• Determine if appropriate to continue process at the end of the first year</li> </ul> |

#### 4. Increase Awareness and Outreach of Wesley Knox

| Strategy  | Action Steps  | Committee(s)/ Staff   | Resources  | Time Frame  | Evaluation   |
|---|---|---|--|---|--|
| <b>Continue to raise the awareness of Wesley Knox in the Old South Community</b>                                      | <ul style="list-style-type: none"> <li>Expand Wesley Knox presence at Gathering on the Green</li> <li>Investigate other opportunities which would be appropriate for Wesley Knox to be a part of</li> <li>Council to recommend the appropriate committee to develop the Evaluation Process</li> </ul>                             | <ul style="list-style-type: none"> <li>Membership</li> <li>M &amp; S</li> <li>All other committees</li> <li>New MVC staff person</li> </ul> | <ul style="list-style-type: none"> <li>Volunteer time</li> <li>New MVC staff person</li> </ul> | <ul style="list-style-type: none"> <li>On going</li> </ul>  | <ul style="list-style-type: none"> <li>Review the Evaluation Process every six months</li> <li>Include success criteria from this strategy when looking at viability of continuing the MVC position after two year</li> </ul>                    |
| <b>Increase Outreach projects e.g. involve community high school students in volunteer projects at Wesley Knox</b>    | <ul style="list-style-type: none"> <li>Develop a list of shorter term outreach projects</li> <li>Recruit members by project</li> <li>Council to recommend the appropriate committee to develop the Evaluation Process</li> </ul>  | <ul style="list-style-type: none"> <li>M&amp;S</li> <li>New MVC staff person</li> <li>All committees</li> </ul>                             | <ul style="list-style-type: none"> <li>New MVC</li> <li>Research of events</li> </ul>          | <ul style="list-style-type: none"> <li>12 months</li> </ul> | <ul style="list-style-type: none"> <li>Assess Success Criteria developed in the Evaluation Process on a quarterly basis</li> <li>Include success criteria from this strategy when looking at viability of continuing the MVC position</li> </ul> |
| <b>Develop a stronger social media presence to help “spread the word” about Wesley Knox and the outreach projects</b> | <ul style="list-style-type: none"> <li>Establish a specific Wesley Knox Facebook, Twitter, LinkedIn presence.</li> <li>Appoint a person to be responsible for overseeing social media and monitor response, interaction etc.</li> <li>Council to recommend the appropriate committee to develop the Evaluation Process</li> </ul> | <ul style="list-style-type: none"> <li>Communications</li> <li>New MVC staff person</li> <li>Approved Volunteer to spearhead</li> </ul>     | <ul style="list-style-type: none"> <li>Volunteer Time</li> </ul>                               | <ul style="list-style-type: none"> <li>On going</li> </ul>  | <ul style="list-style-type: none"> <li>As required daily or weekly at least with regular report to “Council”</li> </ul>  |

**5. Improve overall Committee/Official Board/Council communication processes. Develop a Succession Plan. Rebrand committees to better reflect their mission.**

| <b>Strategy</b>  | <b>Action Steps</b>  | <b>Committee(s)/ Staff</b>  | <b>Resources</b>   | <b>Time Frame</b>  | <b>Evaluation</b>   |
|--|--|---|--|--|---|
| <b>Council to act as the “MOTIVATORS OF MINISTRY” to coordinate the strategic visions of the church by continually looking forward, improving communication, ensuring coordination of strategies and evaluating outcomes</b> | <ul style="list-style-type: none"> <li>Review the details of your committee’s “Job Description”. Take ownership of your area of responsibility and “dig deeper” into the skills you possess; be prepared to meet the leadership needs of a growing congregation</li> </ul> | <ul style="list-style-type: none"> <li>Official Board</li> <li>Council</li> <li>All committees</li> </ul>               | <ul style="list-style-type: none"> <li>Leadership Training Courses</li> <li>“Talent Bank” volunteer data bank program, the new MVC resource</li> <li>Explore the “Unpaid Staff” concept of management</li> </ul> | <ul style="list-style-type: none"> <li>On Going</li> </ul> | <ul style="list-style-type: none"> <li>Monthly reporting on events and programs</li> <li>Improved communication between committees</li> </ul> |
| <b>Develop a succession planning strategy for staff committees, groups and individual and volunteers</b>   | <ul style="list-style-type: none"> <li>Member &amp; Volunteer Co-ordinator to initiate</li> <li>Develop a Tracking System</li> <li>Develop an Evaluation Process</li> </ul>  | <ul style="list-style-type: none"> <li>M&amp;P</li> <li>Stewardship</li> <li>Official Board</li> <li>Council</li> </ul> | <ul style="list-style-type: none"> <li>“Talent Bank” volunteer data bank program, the new MVC resource</li> </ul>  | <ul style="list-style-type: none"> <li>On Going</li> </ul> | <ul style="list-style-type: none"> <li>Assess success criteria developed in the Evaluation Process</li> </ul>                                 |
| <b>Consider renaming all committees to better reflect their mission and draw in more volunteer membership</b>  | <ul style="list-style-type: none"> <li>Council to encourage all committees to develop “Mission Statements” and consider re-branding</li> </ul>   | <ul style="list-style-type: none"> <li>Council</li> <li>Official Board</li> <li>All Standing Committees</li> </ul>      | <ul style="list-style-type: none"> <li>Volunteer time</li> </ul>   | <ul style="list-style-type: none"> <li>6 mts</li> </ul>    | <ul style="list-style-type: none"> <li>Council to evaluate written committee recommendations and establish direction</li> </ul>               |

## Addendum I - Immediate Opportunities

- Grow church membership and Volunteer Base
  - Improve tracking and our follow through on attendees at, baptisms, marriages, funerals
  - Make it a responsibility of **every** church committee
- Draw out ideas from church members on their ideas for the church
- Continue to raise awareness in Old South
  - Expand Gathering on the Green presence
  - Other Old South social gatherings
- Introduce broader spectrum of programming for all age groups
  - Look at hours of existing programming
  - Develop stronger Young Adult and Older Adult programming
- Increase Outreach presence
  - Work at having more short-term outreach projects
  - Actively recruit more members to become involved – might be easier if the projects were for a shorter time with less ongoing commitment (e.g. Habitat for Humanity)
- Develop a succession plan for staff, committees, groups, and individual volunteers who do so many tasks around the church
- Have WK as “the Place” where high school students can come to do Volunteer Hours
  - Take advantage of South S.S. where students who are looking for ways to get in their 40 hour of volunteer time.
- Use Council to more effectively work as the “facilitator” of projects – improve internal communication to keep committees in sync
  - Communication among committees on the various projects is not currently as effective as it could be.
- Develop a strategy to use social media more effectively while maintaining control over content
  - Facebook, Twitter and whatever else comes along; a very effective tool for communicating. It can be a great way to generate enthusiasm and buzz at no cost
- Change the names of appropriate committees to better attract new committee members as well as better relay the purpose of the committee. Immediate suggestions:
  - Christian Education – Journeying with Faith
  - Mission & Services – Reaching Out
  - Membership – Welcoming and Belonging (this could include Volunteer Coordination)



## **Addendum II - Medium and Long-Term Opportunities**

- Educate our youth in Philanthropy and Social Awareness. Have them self-identify projects they would like to do
- Work at developing Exchange Programs for our Youth between UCC churches throughout Canada – “gap year” opportunity
- Improve internal communication among committees
- Reorganize existing governance structure to better reflect the evolution within the church and the community.
- Update administrative and financial systems in the church