

# Community Ministry Standards and Best Practices

**Administrative Standards for Community  
and Social Justice Ministries**



**The United Church of Canada  
L'Église Unie du Canada**

Community Ministry Standards and Best Practices  
Administrative Standards for Community and Social Justice Ministries



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## Introduction

### Why Do We Need a Set of Standards and Best Practices?

Ministries within The United Church of Canada that provide programs with and for the most vulnerable in our society have a “duty of care.” As such, a United Church of Canada community or social justice ministry (formerly, outreach ministry), either individually or corporately, that engages in a relationship with an individual must take reasonable measures to protect that person from harm.

To fulfill that obligation, this set of standards and best practices is offered to assist community and social justice ministries in designing and delivering programs. Its intent is to ensure that a minimum set of standards is adhered to in the operation of a ministry using the name of The United Church of Canada.

### Definition of Ministry

In *The Manual*, outreach ministry (hereafter referred to as community ministry) is defined as “a ministry other than a pastoral charge or mission that is recognized by the presbytery or the Conference in which it is located or by a General Council unit” (*The Manual* 2004, p. 421). This includes those using The United Church of Canada name and receiving funding from United Church of Canada sources.

The definition excludes programs operated directly by local churches, and financed and supervised by their councils or official boards. Hence, this set of standards and best practices does not apply to those programs. They might, however, find it to be a useful resource to ensure that a “duty of care” is exercised by their committee or governing body.

At the 2005 Energy from the Edges consultation with community and social justice ministers from across Canada, it was decided to change the name of “outreach ministries” to “community ministries.” This name change was approved by the Executive of the General Council in fall 2006. *The Manual* will be formally updated in a future revision.

### Background

In The United Church of Canada, a commitment to the social gospel tradition of care and challenge runs deep. Out of that commitment, a variety of ministries have developed across the country. These ministries range in size and scope from a once-a-month program in a local congregation, to large, multi-service agencies, to organizations primarily engaged in advocacy and the transformation of oppressive systems. In response to recognized human needs, outreach ministries have delivered their programs in the best possible ways with the resources available to them. Over time, demands for more services have grown and expectations of better quality services have increased.

In recent years, court rulings have clearly established that ministries such as these can be held accountable to provide a high standard of care. The evidence of physical and sexual abuse as witnessed by lawsuits connected with Indian Residential Schools is sobering for all of us. Related to our legal liability is growing anxiety about the adequacy of insurance protection.

But overall, the greatest desire of community ministries has always been to develop and maintain quality programs and services and to develop mutual accountability with the church and the community with which we work, and to the larger public that supports us. To meet those goals, it became necessary to develop an agreed set of standards.

The Division of Mission in Canada within the General Council Office initiated a process to prepare a set of standards for United Church of Canada–affiliated ministries: camping, community ministries, and seniors’ housing programs. Over the history of the biennial community ministry consultations, *Energy from the Edges*, issues of fair and just working conditions, mutual accountability within the church, as well as a concern for “duty of care” have frequently arisen. Therefore, at the 2001 Energy event, a steering committee representing various ministries across the country was established to guide the development of community ministry standards.

Two part-time staff were given contracts to support the work of the committee and draft a set of standards for review. Using the draft Camping Standards as a guide, and additional resources as needed, this draft set of standards was presented to a large national consultation in 2003 for feedback and revised. As further work on the document took place, the committee realized a need to develop and clearly identify minimum standards requirements, as well as recommendations for best practices for healthy ministries.

After much consultation, this set of standards and best practices for healthy ministry has been approved by the Executive of the General Council as a statement of the rights, responsibilities, and practices for community ministries of The United Church of Canada.

Work is now proceeding on a system for implementing these standards and evaluating the quality of our ministries. We commend this set of standards and best practices to you for guidance in developing and delivering programs in your ministry. As a living document, it will be open to further revision based on feedback from community ministries throughout the implementation process.

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## Theological Rationale

As ministries of The United Church of Canada, we believe that our work is rooted in a theological framework. This theological rationale, based on “A New Creed” of The United Church of Canada, is the context in which this set of administrative standards and best practices for healthy ministry has been created.

We are not alone,  
we live in God’s world.

In the complex and beautiful world God created and is still creating, there is much turmoil and oppression with many hurting and vulnerable people. Into such a world we are called “to do justice, and to love kindness, and to walk humbly...with God” (Micah 6:8*b*). In response to God’s call and with the assurance that God is with us, we work in a broken world with confidence and courage.

God...works in us and others by the Spirit.

In the mystery of this relationship, God empowers us, and others, to grow and become partners with God in bringing in a new world of peace and justice. The Spirit offers comfort, encouragement, challenge, and new insights to enable us to move forward.

We are called to be the Church:

Where there is solidarity with the poor and oppressed, there is the heart of the Church. Therefore, the community ministry has a special calling to witness the integration of faith and justice in the world. This coming together provides the community ministry with a unique opportunity to challenge theological presuppositions and practices in the institutional church and give leadership in developing a new way of being the Church.

..to celebrate God’s presence...

God’s presence is celebrated directly as the hungry are fed, the stranger is welcomed, the naked are clothed, the sick and imprisoned are cared for, and as the systems of oppression are challenged. Recognizing the face of Jesus in the oppressed, we find ourselves fed, clothed, welcomed, healed, and set free. Indirectly, through the creation of safe and secure places, we open up the possibilities for God’s presence to be celebrated and for transformation to take place in people’s lives.

...to live with respect in Creation...

As God's stewards of the created world, we are called to honour the social and physical environment, to use material resources diligently, and to renew and recycle goods and services. We recognize the gifts people bring in the care and protection of the social and physical world, and we strive to employ their creative abilities in a continuous process of living with respect in Creation.

...to love and serve others...

Out of God's love for us, we love others as we would wish to be loved (see 1 John 4:19 and Matthew 19:19). Our love finds expression through acknowledging the dignity of others and creating spaces where people may grow and empowerment may happen. We seek to serve in such a way that we are able to empathize with others and yet respect the boundaries between us. While we love the people with whom we share in ministry, we do not love the systems that oppress, disempower, or dehumanize.

...to seek justice and resist evil...

God calls us to work for justice and for the well-being of all people, especially the oppressed and disadvantaged. Justice demands that all people share in the equitable distribution of material resources and have the same rights to choose what is appropriate for them. All people must have spaces where they may live in safety, their dignity is respected, and there are opportunities for growth. We are therefore called to constant vigilance against systems that oppress and in which we are all caught up in varying degrees. We recognize that this struggle does not prevent us from mutual love and respect for one another.



...to proclaim Jesus, crucified and risen,  
our judge and our hope.

In the social gospel tradition out of which our ministries have evolved, there was a recognition that Jesus, in his ministry, proclaimed that his reign of peace and justice had already come; the possibility of a new, more abundant life was already happening. He judged the power brokers and the oppressive systems, and to those oppressed he offered hope for a new heaven and a new earth. Following his example we are called to love our brothers and sisters and offer them hope for the future. At the same time, we are called to judge and transform oppressive systems.

In life, in death, in life beyond death,  
God is with us.

We live and work in the midst of communities of people who experience suffering and death every day. We are there as the Church Incarnate offering support, witnessing to the power of the resurrection, celebrating God's continuing presence, transforming systems, and promising hope for the future. We know we are not alone; God is with us.

**Experiences of the trial ministries have found that it has been beneficial, especially to staff who are not familiar with The United Church of Canada, to hold workshops or discussions about the theological rationale.**

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## How to Use This Set of Standards and Best Practices

1. First determine whether your ministry falls under the current definition of community ministry (outreach ministry) as outlined in *The Manual* and explained on page 5 under “Definition of Ministry.”
2. Then arrange for this document to be read thoroughly by the community minister or executive director, senior staff, and the governing body of directors, or equivalent, such as steering or presbytery committee.  
*Note:* In the “Administrative Standards and Best Practices” section (p. 11), standards that are required by *The Manual* and the Duty of Care Advisory Committee for accreditation are in bold type, and best practices for healthy ministry are in regular type. The standards are then repeated as a separate checklist in the “Accreditation Site Visit Tool” (p. 24).
3. If a statement of policies and standards (or a similar document) is already in place in the ministry, develop a process, including community participants, to compare the standards that are in place with these guidelines to ensure minimum standards are met.
4. If the ministry does not have such a document in place, establish a process to use this set of standards to develop one.
5. To assist your organization, additional information and resources will be available online at [www.united-church.ca](http://www.united-church.ca) and from the General Council Office.
6. Constructive feedback for improvement of these standards and additions to the resource list (Appendix II, p. 38) are welcome, and should be sent to the Duty of Care Program Advisory Committee at the General Council Office. Feedback will be addressed at regular meetings of the Community Ministries Reference Committee.
7. We recommend that each community ministry’s document be reviewed every three years by the Community Ministries Reference Committee. The composition of this committee is determined every two years at the community ministries consultation *Energy from the Edges*.

This document will be introduced through a series of regional workshops for community ministries’ senior staff and board members, to orient them to the administrative standards and best practices as well as the accreditation process. The workshops will be a cooperative endeavour by the staff of the Support to Local Ministries Unit and the Justice, Global and Ecumenical Relations Unit working with the Community Ministries Reference Committee. The workshops are the first step in the implementation process. It is hoped that all community ministries will have had the opportunity to attend a workshop by June 2008. The accreditation process is anticipated for 2009.

*Note:* At time of publication, *The Manual, 2004*, was in effect. Please refer to the most current edition of *The Manual* as you use these standards.

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## Administrative Standards and Best Practices

Standards that are required by *The Manual* and the Duty of Care Advisory Committee for accreditation of community ministries are in bold type below, and best practices for healthy ministry are in regular type. The required standards are then repeated as a separate checklist in the “Accreditation Site Visit Tool” (p. 24).

### Mission Statement

#### Develop a Mission Statement

**Taking into account the above theological rationale, the community ministry has a mission statement, developed in collaboration with its governing body, staff, volunteers, and community participants, that reflects the overall goals and direction of the ministry.**

#### Use the Mission Statement

The statement is familiar to governing body members, staff, and volunteers, displayed prominently, and used in promotional materials.

#### Review the Mission Statement

**In order to keep the mission statement a living document, it is reviewed, at minimum, every three years and revised as necessary to reflect the organization’s strategic planning and visioning for the future as it continues to strive to meet the needs of the community.**

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## Accountability

### Organizational Structure

**The community ministry which holds itself out as being connected with or in any way related to The United Church of Canada is organized in a way that is compatible with *The Manual* and accountable to a court of the church.**

In turn, a church court is accountable to the ministry in a way that is mutually supportive and beneficial. As well, the community ministry has the freedom to pursue partnerships with ecumenical agencies, and faith or humanitarian groups.

A covenanting process between the presbytery or Conference and the community ministry should take place. This is to ensure that there is a healthy relationship between the ministry and presbytery or Conference, and that the presbytery or Conference has a sense of ownership of its mission in the wider community. In some cases, it may be helpful to re-covenant to reaffirm the relationship.

### Incorporation

**Community ministries that *are separately incorporated* must meet the requirements set out in *The Manual* as well as the requirements for a non-profit corporation within the province or territory in which they are located.**

**Community ministries that are *not* incorporated, and are under the umbrella of The United Church of Canada, must have a responsible board or council (herein referred to as the “governing body”), approved by the court of the church to which the ministry is accountable. While ultimate accountability rests with the governing body (i.e., board or council and in some cases presbytery or Conference), some duties of accountability may be delegated to appropriate committees.**

### Oversight

The community ministry receives a triennial oversight visit from the court of the church to which it is accountable in accordance with section 332 (d) of *The Manual*. The purpose of the triennial oversight visit is to reinforce the mutual accountability that exists between the ministry and its corresponding presbytery or Conference and to re-covenant in that relationship if necessary.

### Members of the Governing Body

**The composition of the governing body shall comply with the provisions of *The Manual* of The United Church of Canada.**

Following our theological rationale and our commitment to partnership with ecumenical agencies and community participants, we recognize a need to develop more balanced representation in our governing bodies. Therefore the recruitment and active involvement of community members and other faith partners is encouraged. As well, program or steering committees that oversee day-to-day work are strongly advised to include a majority of community members. Such a committee remains accountable to the governing body.

All members of the governing body are approved by the supervising court.

### Terms of Membership

The governing body establishes a process for rotation of governing body members to allow for both continuity and change.

### Duties of the Governing Body

The governing body approves and regularly (at least once every three years) reviews the mission statement. (see Mission Statement, p. 11)

The governing body develops and regularly reviews policies and procedures for the operation of the community ministry and its programs.

The governing body annually approves and monitors a budget, including provision for adequate liability and other insurance coverage. (see Insurance, p. 22)

The governing body ensures that reports are prepared as required by the appropriate bodies to which the community ministry is accountable and for use in educational/promotional activities.

The governing body ensures the general governance and well-being of the community ministry.

### **The governing body ensures the community ministry meets any licensing requirements of the jurisdiction in which the community ministry is located.**

The governing body ensures that minutes of meetings are taken and kept on file.

## **Code of Conduct**

The governing body or delegated staff establish a code of conduct of appropriate behaviour for its members, staff, volunteers, and participants.

The governing body approves and adopts the code of conduct and ensures that it is followed.

The code of conduct specifically identifies behaviour that transgresses boundaries that could lead to heightened expectations of rewards or benefits, or be seen as an invitation to inappropriate personal or sexual relationships.

The code of conduct addresses the following:

- respect and community building
- discrimination
- inclusiveness toward all persons
- threats of physical or verbal violence
- peaceful dispute resolution
- other, as appropriate to the ministry

## **Annual Reporting**

**The community ministry's governing body ensures that the following documents are prepared and kept:**

- **an annual report prepared at the end of each year's operations summarizing program operations and activities**
- **a current listing of governing body members**
- **a current audited financial statement, or an independently verified financial statement**
- **an annual statement detailing the type and level of insurance coverage**

### Privacy Statement

**The community ministry is in compliance with federal (PIPEDA) and provincial privacy legislation including the development of a privacy policy.**

**The community ministry has an individual identified as its privacy officer.**

**The community ministry has a process in place to address complaints regarding the use of information.**

**Records are retained in a secure place, to protect confidential files.**

### Record Keeping, Public Accountability, and Archiving

The community ministry ensures that adequate records are kept.

**Annual reports, audited or independently reviewed annual financial statements, and original insurance policies are retained in perpetuity.**

**Annual reports, financial statements, and original insurance policies are available to the appropriate church courts, to funders, and to the general public upon request.**

**Financial records and minutes of meetings of the governing body are kept for seven years.**

**A policy and procedure for culling files and the destruction of paper and electronic records is established and employed.**

**Prior to disposal, all computer hard drives/electronic devices will be reformatted or other means taken to ensure security of confidential information.**

### Evaluation Processes

The community ministry establishes processes for regular evaluation of its mission and programs involving its governing body and committee members, their community participants, those to whom the community ministry is accountable, and its partners. This may be achieved through annual retreats, reflection days, or workshops/conferences.

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## Relationships and Partner Organizations

### Partner Organizations

The community ministry, by the nature of its work, may need to be in partnership with other faith or humanitarian organizations for mutual support, coordination of services, creative responses to needs, the sharing of resources, and larger public accountability. The community ministry is accountable to such partnerships and the community, and respects any agreed ways of working together.

**Where a ministry enters into a partnership or relationship with other faith or humanitarian organizations for the purposes of coordination of services, sharing resources, or otherwise, the parties have a written agreement that clearly sets out the rights and responsibilities of all parties and establishes mutual accountability.**

**Partnership agreements with other faith or humanitarian organizations identify the legal employer of any staff reporting to the partners.** (see Property, p. 21, for property sharing and rentals)

## Relationship with Community Participants

The community ministry provides agreed ways of working together in order for it to be accountable to its community participants through open processes. These processes are used to evaluate services, and determine needs and capacities, which are used to support planning for future programs that are mutually supportive and beneficial to both parties.

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## Programs and Activities

As an expression of a community ministry's mission statement, programs and activities offered in concert with its community are the heart of the ministry. As a community ministry develops, as staff and volunteers are trained and grow in experience, and as programs mature, the following guidelines, and others as may be identified by the community ministry, will become standards to be met and best practices to be maintained.

### Programs

Programs developed by the community ministry include

- goals
- implementation strategies
- evaluation processes

### For Participants

The community ministry

- provides opportunities for empowerment, growth, wholeness, and life
- invites participants to share in developing, managing, and evaluating programs to better meet their needs
- provides as safe and secure an environment as possible where participants' confidentiality is protected and human rights are respected

### For Staff, Volunteers, and Students

The community ministry

- recognizes the socio-economic and cultural diversities within Canadian society and promotes understanding, acceptance, and non-violence
- hires staff and recruits volunteers with appropriate skills and compatible values
- provides staff, volunteers, and students with orientation to their tasks, training as necessary, supervision, and performance evaluation
- meets licensing requirements of any level of government or standards set by a professional association

### For Operations

The community ministry

- abides by a sexual abuse/harassment policy that meets or exceeds the current United Church of Canada policy
  - develops codes of behaviour for staff and volunteers that are anti-oppressive and respect participants' dignity and privacy
  - works cooperatively with partner organizations to support and enhance programs
  - demonstrates creative responses to needs that build upon community capacity
  - where possible, challenges systemic oppression, and does so with community participation
  - advocates eradication of the structural causes and perpetuation of poverty and oppression
- 

### Staffing Standards and Best Practices (for Staff, Volunteers, and Students)

All paid and accountable staff, whether full- or part-time, are included in these standards and best practices. Where appropriate, these standards and best practices also apply to casual staff, students, and volunteers in structured positions with job descriptions.

For employment-related issues such as job description development, recruitment, and other issues, please see "United Church of Canada Employment Guidelines for Lay Employees in Pastoral Charges and Other Church-Related Organizations" in addition to the material cited here. (see Appendix II, Resources)

### Orientation and Training

The community ministry

- **complies with federal, provincial, and territorial human rights codes and employment legislation as it applies to all areas of the work relationship and environment, particularly with regard to recruitment, hiring, and termination**
- provides fair and equitable standards for any employment relationship, and develops employment standards and guidelines particular to the community ministry that meet or exceed applicable employment legislation
- **complies with the provisions of *The Manual* pertaining to paid accountable staff in a covenanted relationship**
- **provides staff, students, and volunteers with orientation, training, supervision, and regular performance evaluation**
- ensures working conditions meet or exceed those outlined in "United Church of Canada Employment Guidelines for Lay Employees in Pastoral Charges and Other Church-Related Organizations" (see Appendix II, Resources)
- is encouraged to develop a model of collegiality for staff and participants
- has an employee relations policy that includes conflict management and resolution



## Screening

Each staff position of the community ministry has a formal written job description that is referred to in the hiring, supervision, and evaluation of all staff.

All staff positions, student and structured volunteer positions, and occasional resource positions (where appropriate) of the community ministry are assessed for the degree of risk the position poses to vulnerable persons. A written job description includes the risk assessment of the position and the recommended level of screening.

References are checked before any position is offered to an applicant.

All ministry personnel (ordered, diaconal, lay) provide a police records check (PRC). All paid accountable staff, students, and volunteers provide a police records check (PRC) where the risk assessment determines the need.

The cost of this check is paid by the staff person. A police record will not necessarily exclude people from being hired where the nature of the charges/convictions does not impact negatively on the work to be done. (see Appendix II, Resources for guidelines)

The police records check (PRC) is to be renewed in accordance with United Church of Canada policy at minimum.

The community ministry maintains a personnel file for each staff person that contains

- verification that a police records check has been done (where applicable)
- evidence of completion of reference checks
- a copy of the employment contract and/or call or appointment form
- performance evaluations
- personal salaries and benefits information

All personnel information is kept in a secured location.

## Racial and Sexual Harassment and Abuse

The community ministry has adopted and circulated to all staff, students, and volunteers a policy on sexual harassment and abuse that meets or exceeds the current United Church of Canada policy.

The community ministry has adopted and circulated to all staff, students, and volunteers a policy on racism that meets or exceeds the current United Church of Canada policy.

### Orientation and Training (for Staff, Students, and Volunteers)

The community ministry has a process in place to ensure that all staff, students, and volunteers receive an orientation program that is timely and documented, and provides initial training and information about the organization including

- the mission, vision, goals, and objectives
- programs/services and key personnel
- roles and responsibilities
- relevant policies and procedures, including confidentiality, privacy, abuse/harassment and racism, infection control, safety, and emergency preparedness
- guidelines for self-care, burnout prevention and recovery, and ongoing opportunities for renewal and replenishment

**Community ministry staff sign a written acknowledgement of having received an orientation to relevant policies and procedures. A copy of this acknowledgement is kept in the staff person's personnel file.**

### Staff Manual

The community ministry has a staff manual that contains

- staffing policies
- code of conduct
- grounds for dismissal and appeal procedures
- job descriptions
- a process for contacting the community ministry's governing body
- copies of emergency procedures, including each staff person's responsibilities in the emergency response protocol
- a current copy of the volunteer orientation and training materials
- information on how to access the *Employment Standards Act, Workers' Compensation Act, and Labour Relations Code*
- a copy of the community ministry's sexual abuse and harassment policy
- a copy of the community ministry's anti-racism policy
- a copy of "United Church of Canada Employment Guidelines for Lay Employees in Pastoral Charges and Other Church-Related Organizations"
- health and safety procedures
- communications and media policy

A current copy of *The Manual* of The United Church of Canada is kept with the staff manual for ease of reference, and is available online.

### Unionized Staff

Community ministries that have collective agreements that supersede United Church of Canada guidelines acknowledge both, and ensure that a minimum standard is in place.

## Compensation and Benefits for Paid Staff—Ministry Personnel

Ministry personnel means ordered, diaconal, or designated lay ministers.

The community ministry enters into an employment contract with its paid ministry personnel that complies with the national standards for ministry personnel compensation as set by General Council (see *The Manual*).

Other benefits include

- enrolment in The United Church of Canada group insurance and pension plan
- cost of work-related transportation
- housing allowance for ordered and staff associate personnel, or a lay equivalent salary paid to ministry personnel not eligible for housing allowance
- cost of approved continuing education, and appropriate staff time to pursue it
- support for ministry personnel in their educational/spiritual renewal needs, which may include a paid sabbatical

## Compensation and Benefits for Paid Staff—Lay Personnel

The community ministry enters into an employment contract with its paid lay personnel in the context of the regional cost of living. The ministry strives for salaries and benefits for lay persons comparable to those of ordained and commissioned personnel.

This employment contract may include

- enrolment in The United Church of Canada group insurance and pension plan
- cost of work-related transportation
- cost of approved continuing education

## Compensation and Benefits

Community ministries may have positions that are more similar to social development models than to lay and ordered ministry positions. In these cases, salaries and benefits should strive for equity within the staff team and in relation to similar salaries in the field. The church should ensure parity is achieved where there is insufficient funding from sources outside the church.

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## Health and Safety

### General

**In order to create a safe environment for its participants, staff, volunteers, and students, the community ministry has a health and safety program with guidelines and procedures unique to its particular circumstances, and in compliance with government legislation.**

### Medical

The community ministry ensures that appropriate staff and volunteers working directly with community participants have first aid training.

### Universal Precautions

**The community ministry has processes in place in accordance with local health authorities for the handling of blood, bodily excretions, and dirty syringes and prevention of the spread of contagious diseases.**

**Clean non-sterile gloves are worn to protect workers from any contact with blood, and needles must be disposed of in puncture-resistant containers.**

### Storage of Medications

**The community ministry has procedures for the secure storage of participants' prescription or non-prescription medications entrusted to its care.**

### Critical Incidents and Risk Management

**The community ministry has a risk management plan that includes**

- **copies of legislation relevant to its program areas**
- **methods to reduce risk**
- **a written critical incident policy with instructions for recording and reporting such incidents, as well as debriefing staff and participants**

### Physical Environment

The community ministry strives to provide facilities that are safe for all participants.

**The community ministry complies with provincial and local fire and safety codes.**

**The community ministry complies with legal and regulatory requirements as they pertain to all programs conducted, including but not limited to**

- **occupational health and safety**
- **food preparation and storage**
- **sanitary codes**
- **playground standards**

**The community ministry has in place**

- **an emergency evacuation plan and regular practice drills**
- **an emergency preparedness plan**
- **a premises and program security plan**
- **a cleaning plan**
- **a plan for annual physical inspection of the facilities**

## Environment

### Natural Resources

The community ministry strives to adopt practices that conserve energy, and reduce pollution and dependency on natural resources (e.g., fuel, electricity, and water). An environmental assessment may help to identify some of these areas.

### Reduce, Reuse, and Recycle

The community ministry complies with provincial and municipal legislation for recycling programs.

The community ministry strives to reduce, reuse, and recycle materials and services.

### Modelling Socially Responsible Practices

The community ministry strives to model good socially responsible practices in its operations where possible.

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## Property

The community ministry takes into consideration the following with regard to property that it might own, rent, occupy, or share:

### Ownership

A community ministry that owns property ensures that all legal requirements for ownership are met.

**The community ministry complies with the provisions of *The Manual* with respect to property (both real property and chattels) held in trust for The United Church of Canada.**

If property is owned by both the community ministry and another non-United Church of Canada body, a formal agreement is written that outlines the rights and responsibilities of both parties, including in situations where one party wishes to sell or sub-lease its share.

### Rental

**All rental agreements for property leased or rented by the community ministry are in writing, the provisions of which are in accord with the terms of *The Manual*, even if no dollar value is assigned to rent.**

**Any lease agreement beyond five years is approved by the community ministry's supervising court of The United Church of Canada.**

**When the community ministry is the renter, a written agreement is established with the property owner as to who is responsible for property, comprehensive, and/or liability coverage.**

## Administrative Standards and Best Practices

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If a community ministry experiences significant changes in the lease, it is recommended that the supervising court of The United Church of Canada review the new lease.

If a community ministry is using space owned by another ministry/congregation, or with another organization, and is expected to pay rent, a letter of agreement is written that includes

- rate of rent
- hours of use
- insurance
- security
- cleaning
- minor repairs
- utilities
- a process for resolving problems/disputes

Community ministries may also consider shared use agreements for equipment, and co-operative purchasing agreements.

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## Insurance

The governing body is responsible for securing appropriate and adequate insurance.

### Comprehensive Insurance

**The community ministry has, and can provide evidence of, a comprehensive general liability insurance policy of not less than \$2,000,000, arranged through a licensed insurance broker, plus any other insurance coverage the governing body in consultation with its broker deems necessary, e.g., sexual harassment/abuse liability, counselling.**

**The coverage includes The United Church of Canada as an additional insured with respect to any claims arising out of the ministry's program and services.**

It is highly recommended that every effort be expended to obtain coverage up to \$5,000,000.

### Protection for Staff and Volunteers

**The community ministry provides workers' injury insurance coverage.** (see Appendix I, Glossary)

### Directors' and Officers' Liability Insurance

**The community ministry has directors' and officers' liability insurance.**

### Vehicle Insurance

**All vehicles owned by the community ministry have adequate liability insurance coverage.**

### **Annual Review**

The governing body or delegated staff formally review the adequacy of insurance coverage annually.

### **Rental Space**

**When the community ministry rents out space to a tenant organization, the community ministry**

- a) enters into a written tenant agreement signed by both parties specifying
  - the terms and conditions of the rental
  - the insurance coverage to be provided by the tenant, with The United Church of Canada and the community ministry as an additional insured
- b) obtains a certificate of insurance from the tenant proving that the tenant has adequate liability and comprehensive general liability coverage

### **Notification**

The community ministry informs the insuring body of any new or substantial program changes.

The community ministry informs the insuring body of any incident in which a community participant, staff, volunteer, student, or visitor is involved that may lead to a claim or potential claim under the policy.

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## **Funding, Fundraising, and Donor Relations Policies and Practices**

The community ministry establishes funding and fundraising practices that are in keeping with its mission statement and values.

A community ministry receiving funds from the Mission Support Grant Program is required to submit an audited/independently reviewed financial statement at the time of each application.

The community ministry complies with all relevant legislation in its funding, fundraising, and donor relations policies and practices.

Community ministries are encouraged to establish a practice that donations are acknowledged promptly.

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## **Media/Public Relations**

The community ministry has a plan that designates who will communicate on behalf of the organization and under what circumstances such communication is made.

Media policies ensure that the rights and dignity of participants, staff, and ministry are protected.

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# Accreditation Site Visit Tool

## A. Mission Statement

### 1. Develop a Mission Statement

Taking into account the above theological rationale, the community ministry has a mission statement, developed in collaboration with its governing body, staff, volunteers, and community participants, that reflects the overall goals and direction of the ministry.

**Please provide the organization's mission statement.**

☛ Yes ☛ No

### 2. Review the Mission Statement

In order to keep the mission statement a living document, it is reviewed, at minimum, every three years and revised as necessary to reflect the organization's strategic planning and visioning for the future as it continues to strive to meet the needs of the community.

**Demonstrate through board minutes or other means that the mission statement is reviewed every three years and revised as necessary.**

☛ Yes ☛ No

## B. Accountability

### 1. Organizational Structure

The community ministry which holds itself out as being connected with or in any way related to The United Church of Canada is organized in a way that is compatible with *The Manual* and accountable to a court of the church.

**Demonstrate how the community ministry is compatible with *The Manual's* requirements for organizational and court accountability.**

☛ Yes ☛ No

### 2. Incorporation

- a) Community ministries that *are separately incorporated* must meet the requirements set out in *The Manual* as well as the requirements for a non-profit corporation within the province or territory in which they are located.

**Please provide a copy of the Letters of Incorporation and the current bylaws.**

☛ Yes ☛ No ☛ N/A



b) Community ministries that are *not* incorporated, and are under the umbrella of The United Church of Canada, must have a responsible board or council (herein referred to as the “governing body”), approved by the court of the church to which the ministry is accountable. While ultimate accountability rests with the governing body (i.e., board or council and in some cases presbytery or Conference), some duties of accountability may be delegated to appropriate committees.

**Please provide the guidelines by which the governing body operates, including the reporting and accountability lines.**

Yes  No  N/A

### 3. Members of the Governing Body

The composition of the governing body shall comply with the provisions of *The Manual* of The United Church of Canada.

**Please provide the minutes of the meeting of the appropriate court approving the current directors, indicating United Church of Canada affiliation where applicable.**

Yes  No

### 4. Duties of the Governing Body

The governing body ensures the community ministry meets any licensing requirements of the jurisdiction in which the community ministry is located.

**Please provide evidence of required licensing.**

Yes  No

### 5. Annual Reporting

The community ministry’s governing body ensures that the following documents are prepared and kept:

- an annual report prepared at the end of each year’s operations summarizing program operations and activities
- a current listing of governing body members
- a current audited financial statement, or an independently verified financial statement
- an annual statement detailing the type and level of insurance coverage

**Please provide copies of the above documents.**

Yes  No

## 6. Privacy Statement

- a) The community ministry is in compliance with federal (PIPEDA) and provincial privacy legislation including the development of a privacy policy.

**Please provide a copy of the privacy policy.**

Yes  No

- b) The community ministry has an individual identified as its privacy officer.

**Please indicate the position assigned to the privacy officer responsibilities.**

Yes  No

- c) The community ministry has a process in place to address complaints regarding the use of information.

**Please provide a copy of the complaint process regarding privacy issues**

Yes  No

- d) Records are retained in a secure place, to protect confidential files.

**Please demonstrate how records are secured.**

Yes  No

## 7. Record Keeping, Public Accountability, and Archiving

- a) Annual reports, audited or independently reviewed annual financial statements, and original insurance policies are retained in perpetuity.

**Please demonstrate how and/or where these documents are stored.**

Yes  No

- b) Annual reports, financial statements, and original insurance policies are available to the appropriate church courts, to funders, and to the general public upon request.

**Please demonstrate the availability of these documents to these audiences.**

Yes  No

- c) Financial records and minutes of meetings of the governing body are kept for seven years.

**Please demonstrate how and/or where these documents are stored.**

Yes  No

- d) A policy and procedure for culling files and the destruction of paper and electronic records is established and employed.

**Please provide a copy of the policy.**

Yes  No

- e) Prior to disposal, all computer hard drives/electronic devices will be reformatted or other means taken to ensure security of confidential information.

**Please provide the policy/procedures for disposing of hard drives and or electronic devices.**

Yes  No

## C. Relationships and Partner Organizations

### 1. Partner Organizations

- a) Where a ministry enters into a partnership or relationship with other faith or humanitarian organizations for the purposes of coordination of services, sharing resources, or otherwise, the parties have a written agreement that clearly sets out the rights and responsibilities of all parties and establishes mutual accountability.

**Please provide a copy of the written agreement(s) with partner(s).**

Yes  No

- b) Partnership agreements with other faith or humanitarian organizations identify the legal employer of any staff reporting to the partners.

**Please provide a sample.**

Yes  No  N/A

## D. Staffing Standards (for Staff, Volunteers, and Students)

### 1. Orientation and Training

- a) The community ministry
- complies with federal, provincial, and territorial human rights codes and employment legislation as it applies to all areas of the work relationship and environment, particularly with regard to recruitment, hiring, and termination
  - complies with the provisions of *The Manual* pertaining to paid accountable staff in a covenanted relationship
  - provides staff, students, and volunteers with orientation, training, supervision, and regular performance evaluation

**Please describe the processes and provide related policies.**

Yes  No

**2. Screening**

a) Each staff position of the community ministry has a formal written job description that is referred to in the hiring, supervision, and evaluation of all staff.

**Please provide job descriptions for all positions.**

☛ Yes ☛ No

b) All staff positions, student and structured volunteer positions, and occasional resource positions (where appropriate) of the community ministry are assessed for the degree of risk the position poses to vulnerable persons. A written job description includes the risk assessment of the position and the recommended level of screening.

**Please identify the process used for risk assessment and determining the level of screening required.**

☛ Yes ☛ No

c) References are checked before any position is offered to an applicant.

**Please provide evidence that references are checked for all positions.**

☛ Yes ☛ No

d) All ministry personnel (ordered, diaconal, lay) provide a police records check (PRC). All paid accountable staff, students, and volunteers provide a police records check (PRC) where the risk assessment determines the need.

**Please provide evidence (MEPS form) that police records checks have been done and are current.**

☛ Yes ☛ No

e) The police records check (PRC) is to be renewed in accordance with United Church of Canada policy at minimum.

**Please provide evidence that police record checks are being renewed accordingly.**

☛ Yes ☛ No

f) The community ministry maintains a personnel file for each staff person that contains

- verification that a police records check has been done (where applicable)
- evidence of completion of reference checks
- a copy of the employment contract and/or call or appointment form
- performance evaluations
- personal salary and benefits information

All personnel information is kept in a secured location.

**Please demonstrate how and where personnel files are kept.**

☛ Yes ☛ No

**3. Racial and Sexual Harassment and Abuse**

a) The community ministry has adopted and circulated to all staff, students, and volunteers a policy on sexual harassment and abuse that meets or exceeds the current United Church of Canada policy.

**Please provide a copy of the current sexual harassment and abuse policy.**

Yes  No

b) The community ministry has adopted and circulated to all staff, students, and volunteers a policy on racism that meets or exceeds the current United Church of Canada policy.

**Please provide a copy of the current anti-racism policy.**

Yes  No

**4. Orientation and Training (for Staff, Students, and Volunteers)**

a) The community ministry has a process in place to ensure that all staff, students, and volunteers receive an orientation program that is timely and documented, and provides initial training and information about the organization including

- the mission, vision, goals, and objectives
- programs/services and key personnel
- roles and responsibilities
- relevant policies and procedures, including confidentiality, privacy, abuse/harassment and racism, infection control, safety, and emergency preparedness

**Please provide evidence that this orientation process is in place and in practice.**

Yes  No

b) Community ministry staff sign a written acknowledgement having received an orientation to relevant policies and procedures. A copy of this acknowledgement is kept in the staff person's personnel file.

**Please provide evidence that signed acknowledgements are in place and in practice.**

Yes  No

## E. Health and Safety

### 1. General

In order to create a safe environment for its participants, staff, volunteers, and students, the community ministry has a health and safety program with guidelines and procedures unique to its particular circumstances, and in compliance with government legislation.

**Please provide an overview of the health and safety program/policies.**

☛ Yes ☛ No

### 2. Universal Precautions

- a) The community ministry has processes in place in accordance with local health authorities for the handling of blood, bodily excretions, and dirty syringes and prevention of the spread of contagious diseases.

**Please provide evidence that these processes are in place and in practice.**

☛ Yes ☛ No

- b) Clean non-sterile gloves are worn to protect workers from any contact with blood, and needles must be disposed of in puncture-resistant containers.

**Please provide evidence that this practice is followed.**

☛ Yes ☛ No

### 3. Storage of Medications

The community ministry has procedures for the secure storage of participants' prescription or non-prescription medications entrusted to its care.

**Please provide evidence that medication is properly stored.**

☛ Yes ☛ No

### 4. Critical Incidents and Risk Management

The community ministry has a risk management plan that includes

- copies of legislation relevant to its program areas
- methods to reduce risk
- a written critical incident policy with instructions for recording and reporting such incidents, as well as debriefing staff and participants

**Please provide a copy of the risk management plan.**

☛ Yes ☛ No

**5. Physical Environment**

a) The community ministry complies with provincial and local fire and safety codes.

**Please provide copies of the last three fire marshal reports/inspections and fire system inspections.**

Yes  No

b) The community ministry complies with legal and regulatory requirements as they pertain to all programs conducted, including but not limited to

- occupational health and safety

**Please provide copies of safety inspections and incident reports for the last three years.**

Yes  No  N/A

- food preparation and storage
- sanitary codes

**Please provide copies of the last three public health inspection reports.**

Yes  No  N/A

- playground standards

**Please provide copies of the last three playground inspection reports.**

Yes  No  N/A

c) The community ministry has in place

- an emergency evacuation plan and regular practice drills

**Please provide evidence of staff training and participation in drills.**

Yes  No

- an emergency preparedness plan
- a premises and program security plan
- a cleaning plan
- a plan for annual physical inspection of the facilities

**Please provide copies of these plans.**

Yes  No

## F. Property

### 1. Ownership

- a) The community ministry complies with the provisions of *The Manual* with respect to property (both real property and chattels) held in trust for The United Church of Canada.

**Please demonstrate compliance to the provisions of *The Manual*.**

☛ Yes ☛ No

### 2. Rental

- a) All rental agreements for property leased or rented by the community ministry are in writing, the provisions of which are in accord with the terms of *The Manual*, even if no dollar value is assigned to rent.

**Please provide copies of pertinent rental agreements.**

☛ Yes ☛ No

- b) Any lease agreement beyond five years is approved by the community ministry's supervising court of The United Church of Canada.

**Please provide evidence of the approval.**

☛ Yes ☛ No

- c) When the community ministry is the renter, a written agreement is established with the property owner as to who is responsible for property, comprehensive, and/or liability coverage.

**Please provide a copy of the written agreement.**

☛ Yes ☛ No

## G. Insurance

### 1. Comprehensive Insurance

- a) The community ministry has, and can provide evidence of, a comprehensive general liability insurance policy of not less than \$2,000,000, arranged through a licensed insurance broker, plus any other insurance coverage the governing body in consultation with its broker deems necessary, e.g., sexual harassment/abuse liability, counselling.

**Please provide evidence of insurance coverage annually.**

☛ Yes ☛ No

- b) The coverage includes The United Church of Canada as an additional insured with respect to any claims arising out of the ministry's program and services.

**Please show that The United Church of Canada is named as an additional insured.**

☛ Yes ☛ No



**2. Protection for Staff and Volunteers**

The community ministry provides workers' injury insurance coverage.

**Please provide evidence of workers' injury insurance coverage.**

Yes  No

**3. Directors' and Officers' Liability Insurance**

The community ministry has directors' and officers' liability insurance.

**Please provide evidence of the directors' and officers' liability insurance.**

Yes  No

**4. Vehicle Insurance**

All vehicles owned by the community ministry have adequate liability insurance coverage.

**Please provide evidence of liability insurance coverage.**

Yes  No

**5. Annual Review**

The governing body or delegated staff formally review the adequacy of insurance coverage annually.

**Please provide evidence of the annual review.**

Yes  No

**6. Rental Space**

When the community ministry rents out space to a tenant organization, the community ministry

- a) enters into a written tenant agreement signed by both parties specifying
  - the terms and conditions of the rental
  - the insurance coverage to be provided by the tenant, with The United Church of Canada and the community ministry as an additional insured

**Please provide a copy of the tenant agreement(s).**

Yes  No

- b) obtains a certificate of insurance from the tenant proving that the tenant has adequate liability and comprehensive general liability coverage.

**Please provide a copy of the certificate of insurance.**

Yes  No

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## Appendix I: Glossary of Terms

### **annual report**

A summary of the year's activities, accomplishments, and celebrations.

### **best practices for healthy ministry**

Organizational and program practices of ministries and other organizations from across Canada that have proven over time to be effective in the development and growth of workplaces, and that are beneficial for participants, volunteers, students, and staff alike.

### **Camping Standards Manual**

The manual that outlines the administrative standards to which United Church camps adhere in providing a duty of care to participating campers.

### **chattel**

In real estate, tangible personal property, moveable or immovable, other than real property.

### **code of conduct**

A document that sets out in writing the ministry's expectations with respect to the behaviour and conduct of the members of its governing body, staff, volunteers, and participants and the ways in which each lives out the community ministry's mission statement. The code of conduct shall include a process through which official complaints may be vetted and corresponding action taken.

### **community ministry**

A ministry other than a pastoral charge or mission, recognized by the presbytery or the Conference in which it is located or by a General Council unit as a valid expression of enabling ministry, and receiving financial assistance or supervision from a presbytery, Conference, or General Council unit. Examples: hospitals, homes, social service centres, community projects, chaplaincies, and presbytery or area ministries.

### **community participants**

Persons who use the services of the community ministry and may also take part in its programs as volunteers.

### **covenant**

Promises made before God and between different parties to mutually support one another.

### **covenant document**

A written document that sets out the manner in which the community ministry and the court to which it relates are supportive of and accountable to one another.

### **critical incident**

Any event involving injury or where serious violation of safety policy has occurred.

### **critical incident report**

A report written out immediately following any event involving injury or where serious violation of safety policy has occurred. The community ministry must have a standardized form for recording details of such incidents.

**delegated staff**

Staff who have been assigned a particular task(s)/responsibility by the governing body or the senior executive.

**duty of care**

With respect to staff, volunteers, and participants in a ministry, a duty of care is the obligation to take reasonable care to avoid causing foreseeable harm to another person or his or her property. In the administration of specific ministries, it is the responsibility of senior staff and board members or directors to exercise the care, diligence, and skill of a reasonably prudent person in the oversight of the organization's governance.

**ecumenical partnership**

A way of working together with other church or secular organizations to further the community ministry's goals in meeting community needs.

**ecumenical shared ministry**

A community ministry that is shared between one or more denominations, and/or served by a member of the order of ministry of another denomination, where such a ministry is recognized by the presbytery and is under its oversight.

**environmental assessment**

An environmental assessment is a process to predict the environmental effects of an initiative before it is carried out. It identifies possible environmental effects and proposes measures to mitigate them.

**inappropriate relationship**

A relationship with a governing body member, staff person, student, volunteer, or community member; the nature of which may lead to heightened expectations of rewards or benefits, or be seen as an invitation to a personal friendship or sexual relationship, and cause perceived or actual conflicts, resulting in an abuse of power.

**incorporation**

The act or process, pursuant to federal or provincial legislation, of creating a corporation, which is a legal body with a permanent structure that is separate and distinct from its incorporators.

***The Manual of The United Church of Canada***

*The Manual* consists of the Basis of Union and the bylaws of The United Church of Canada. *The Manual* is updated regularly by the action of the General Council.

**mission statement**

A broad statement in which the organization states what it does and why it exists.

**occasional resource**

A person with particular skills or knowledge needed on a short-term basis. Occasional resource people may be paid or volunteer.

**police records check**

A document supplied by a police force which lists convictions for criminal offences of an individual.

### **racism**

A system of advantage and privilege based on “race,” in which one group of people exercise abusive power over others on the basis of skin colour and racial heritage. A set of implicit or explicit beliefs, erroneous assumptions, and actions based upon an ideology that accords inherent superiority of one racial or ethnic group over another or others.

- Racism is measured not by intent, but by its effect on those oppressed.
- Racism can be overt or covert, individual or systemic, intentional or unintentional.
- Racism confers privilege on and sustains the dominant/powerful group.
- Racism exists everywhere in our society, all institutions, and in our church.

### **real property**

Land, buildings, and anything else affixed to or growing on land or buildings, and rights relating to these. (Section 001 of *The Manual* of The United Church of Canada)

### **risk assessment**

A process as outlined in The United Church of Canada resource “Faithful Footsteps” by which levels of risk are assessed based on the circumstances, services provided, and proximity to vulnerable persons.

### **risk management**

The process for dealing with the possibility that a future event may cause harm. It encompasses the policies and procedures designed to reduce the possibility of the event from occurring.

### **sexual abuse**

Demeaning/exploitative behaviour of a sexual nature ranging from jokes, to unwanted touching, to forced sexual activities. It may also include threats of such behaviour. Sexual harassment, sexual assault, and misconduct are forms of sexual abuse.

### **sexual harassment**

Any attempt to coerce an unwilling person into a sexual relationship, to subject a person to unwanted sexual attention, to punish a refusal to comply, or to reward compliance. Sexual harassment may involve a wide range of behaviours from verbal innuendo to overt demands and inappropriate conduct of a sexual nature. It includes actions that contribute to an environment that is “poisoned” by persistent comments about sex, gender, appearance, marital status, sexual orientation, and/or by the presence of pornographic materials.

### **staff**

Full- or part-time paid accountable persons in the employment of the community ministry. They are accountable to a supervisor or administrator who in turn is accountable to the governing body overseeing the ministry.

### **standard**

For the purposes of this document, the minimum required implementation of practices and policies.

### **standard of care**

Under the law (usually the law of negligence), the measure of service, attention, care, or protection that is owed by one person to another.

**theological rationale**

A faith-based reason for doing something.

**trial ministry**

For the purposes of this document, a trial ministry is one that agreed to implement these standards and best practices on a trial basis to determine whether, how, when, and by whom they can be implemented.

**universal precautions**

Infection control guidelines that protect workers from exposure to diseases spread by blood and certain body fluids.

**volunteers**

Unpaid persons freely offering their time and energy on a full- or part-time basis to further the work of the community ministry, including those volunteers who may from time to time receive an honorarium. Structured volunteers serve in a position that has a job description and accountability.

**workers' injury insurance coverage**

Insurance designated to cover work-related injuries and lost time, which may include coverage provided under the Workplace Safety Insurance Governing Body (e.g. Workers' Compensation, or Commission de Santé et Sécurité au Travail) or through a policy of insurance purchased through an insurance broker.

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## Appendix II: Resources

### United Church Resources

Search for the following on The United Church of Canada website ([www.united-church.ca](http://www.united-church.ca)):

#### Duty of Care

- Search “duty of care” (in quotation marks) for resources for United Church ministries on exercising duty of care. “Faithful Footsteps,” a guide to screening procedures, is also available in hard copy from United Church Resource Distribution ([www.united-church.ca/ucrd](http://www.united-church.ca/ucrd))

#### Compensation and Benefits for Paid Staff

- For ministry personnel, refer to the most recent edition of *The Manual*
- For lay personnel, see “United Church of Canada Employment Guidelines for Lay Employees in Pastoral Charges and Other Church-Related Organizations”

#### Harassment and Abuse

- That All May Be One: The Anti-Racism Policy of the United Church
- Sexual Abuse Policy

#### Record-Keeping

- In order to keep accurate historical records of your ministry you may wish to consult with The United Church of Canada Archives for advice on what to keep, how long to keep it on location at your site, and when to send it to archives:  
[www.united-church.ca/archives](http://www.united-church.ca/archives)

#### Environment

- “Energy in the One Earth Community,” adopted the 37th General Council
- “Energy Workbook for Religious Buildings,” available from United Church Resource Distribution ([www.united-church.ca/ucrd](http://www.united-church.ca/ucrd))

#### Property

- “Congregational Board of Trustees Manual”

#### Insurance

- For information on the national insurance plan of The United Church of Canada, contact the Risk Management Administrator at the General Council Office, 1-800-268-3781 or 416-231-7680 ext. 3062

#### Funding, Fundraising, and Donor Relations

- “Financial Handbook for Congregations,” also available from United Church Resource Distribution ([www.united-church.ca/ucrd](http://www.united-church.ca/ucrd))
- For United Church studies on the implications of gambling, search *gambling economic justice*

## Trial Ministries

Several trial ministries have useful materials posted on their websites.

### **King Dunn Community Ministry** ([www.twpcommunityministry.org](http://www.twpcommunityministry.org))

- Mission Statement

### **Montreal City Mission** ([www.montrealcitymission.org](http://www.montrealcitymission.org))

- Mission Statement
- Code of Ethics (under Policies)
- Anti-Oppressive Practice Policy (under Policies)

### **Regina Anti-Poverty Ministry** (<http://rapm1.sasktelwebsite.net>)

- Mission Statement

## Government and Other Agencies

### **Human Resources**

- Government of Canada HR for Employers: <http://employers.gc.ca>

### **Funding, Fundraising, and Donor Relations**

- Canadian Centre for Philanthropy: [www.ccp.ca](http://www.ccp.ca)

### **Recycling**

- Waste Reduction Week in Canada: [www.wrwcanada.com](http://www.wrwcanada.com)

Additional resources are available by contacting:

Duty of Care Program Advisory Committee  
The United Church of Canada  
3250 Bloor St. West, Suite 300  
Toronto, ON M8X 2Y4  
1-800-268-3781 or 416-231-7680 ext. 4094

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## Appendix III: Trial Community Ministries

The community ministries listed below were chosen to work with an interim draft of the Administrative Standards and to share their insights about the applicability of the draft to all community ministries.

Sue Flemming  
King Dunn Community Ministry  
214 Wright Ave  
Toronto, ON M6R 1L3  
Tel: 416-538-3461  
E-mail: King\_dunnministry@bellnet.ca  
Website: www.twpcommunityministry.org

Trish Murphy  
St. Columba House  
2365 Grand Trunk  
Montreal, QC H4C 1M8  
Tel: 514 932 6202  
E-mail: murphy@saintcolumbahouse.org  
Website: www.saintcolumbahouse.org

Paula Kline  
Montreal City Mission  
1435 City Councillors  
Montreal, QC H3A 2E4  
Tel: 514-844-9128  
E-mail: paulakline@montrealcitymission.org  
Website: www.montrealcitymission.org

Ingrid Peters Derry  
St. Matthew's-Maryland Comm. Ministry  
641 St. Matthew's Avenue  
Winnipeg, MB R3G 0G6  
Tel: 204-786-2894  
E-mail: pd5@mts.net

Allen Tysick  
Open Door Inner City Ministry  
935 Pandora Ave  
Victoria, BC V6V 3P4  
Tel: 250-385-2454  
E-mail: open.door@shaw.ca

Jocelyn Greene  
Stella Burry Community Services  
142 Military Rd  
St. John's, NL A1C 2E6  
Tel: 709-738-7805  
E-mail: j.greene@stellaburry.ca  
Website: www.stellaburry.ca

Karen Lumley  
North End Community Ministry  
470 Stella Ave  
Winnipeg, MB R2W 2V1  
Tel: 204-568-8137  
E-mail: nerak1@mts.net