

Southminster United Church
Ottawa, Canada

Governance Model for a Missional Congregation

Version 2.0, January 31, 2010

*This Governance Model was adopted by the Congregation
on January 20th, 2008 with the provision that it would be reviewed in one church
year.*

*Version 2.0 is a result of amendments made at a Congregational Meeting on
January 31, 2010.*

Table of Contents

Revision History	3
1 Introduction	4
1.1 Overview	4
1.2 Socio-cultural Context	5
1.3 Amendment Procedure.....	6
1.4 Acknowledgments.....	7
2 Missional Vocation.....	8
2.1 Overview	8
2.2 Mission Strategy	8
2.3 Missional Vocation	9
3 Governance Structure.....	11
3.1 Overview	11
3.2 Rationale	11
3.3 Building Blocks	12
3.4 Missional Units	14
3.4.1 Standing Committees	14
3.4.2 Temporary Committees	14
3.4.3 Ad Hoc Committees.....	14
3.4.4 Departments.....	14
3.4.5 Task Groups	15
3.4.6 Working Groups	15
3.5 Annual Budget Process.....	16
4 Roles and Responsibilities	17
4.1 Overview	17
4.2 Congregation	17
4.3 Council	18
4.3.1 Spiritual Oversight.....	20
4.3.2 Temporal Oversight.....	21
4.3.3 Stewardship Duties.....	23
4.3.4 Leadership Development & Elder Formation Duties	24
4.4 Standing Committees.....	26
4.4.1 Christian Development Committee	26
4.4.2 Coordinating Committee	26
4.4.3 Finance & Property Committee	28
4.4.4 Local, National & Global Outreach Committee.....	31
4.4.5 Ministry & Personnel Committee	33
4.5 Departments	34
4.5.1 Sunday School	34
4.5.2 Board of Trustees.....	34
4.5.3 Women’s Ministries Network.....	35
4.6 Task Groups.....	35
4.7 Subcommittees.....	37
4.8 Working Groups	37
5 Meetings	39
5.1 Overview	39

5.2	Congregational Meetings	39
5.3	Annual General Meeting	42
5.4	Special Congregational Meetings	43
5.5	Council Meetings	44
6	Elections	47
6.1	Overview	47
6.2	Requirements for Elections	47
6.3	Nomination Process and Eligibility	49
6.4	Conflict Resolution: Recommended Process	50
7	Appendices.....	51
7.1	Council Membership & Structure	51
7.2	Five Strengths.....	51
7.3	Glossary	53
7.4	Missional Church	54
7.5	United Church Principles of Faith Formation & Christian Education	55
7.6	Mission Statement of Southminster United Church (1992).....	56
7.7	Cross-references between Governance Model & UCC Manual.....	57

Revision History

Version #	Date	Revision Notes
1.0	Dec. 14, 2007	First edition of the document. Distributed to the Congregation on Dec. 16, 2007 for review prior to approval.
1.1	January 22, 2008	Second edition. Reviewed for compliance with <u>UCC Manual</u> by Rev. Donald Wachenschwanz. Submitted to Ottawa Presbytery for approval.
1.2	Feb. 7, 2008	Third edition. Edited for grammar, clarity and to include definition of eldership.
1.3	April 8, 2008	Working edition for 2008 church year. Edited to include feedback from Ottawa Presbytery (<i>received April 5, 2008</i>), cross-references to <u>UCC Manual</u> , and additional detail to clarify specific aspects identified during pre-approval orientation sessions.
2.0	January 31, 2010	Fifth edition. Edited to reflect the recommendations of the Governance Review Committee and related amendments at a Congregational Meeting of January 31, 2010.

1 Introduction

1.1 Overview

Introduction

The purpose of this document is to provide a comprehensive description of the Southminster Governance Model.

Background

The document was developed as a result of a series of meetings in 2007 of the *Governance and Lay Participation* Working Group.

The completion of this document helps achieve two of Southminster's *Transition goals*.

Governance & Lay Participation – Transition Goals

The Governance and Lay Participation *Transition goals* were approved by the Congregation in January 2006.

- Governance goal: that the governance structure, functions and roles of committees and groups are clarified and communicated to the Congregation.
- Lay Participation goal: that we have an engaged membership of all ages, who are given a variety of opportunities to explore and express their faith.

Previous Governance Document

The previous governance document was entitled: *A Guide to Our Council System: Overview and Terms of Reference*, dated June 2002.

Summary of Changes

The following is a summary of the key changes to the governance model in reference to the June 2002 governance system.

Changes introduced as part of the 2008 Governance Model:

- 1) Reinforcement of the Congregation's role as ultimate decision-maker: introduction of a *Missional Vocation* discernment process in the fall, when the Congregation sets the direction for planning and activities during the next 12 months.
- 2) Consolidation of functions, and reduced number of committees and groups: There are fewer Standing Committees, while less formal Task Groups and Working Groups were added – in keeping with the smaller size of the Congregation, and to encourage those who can offer shorter-term participation.
- 3) Council's composition was streamlined and its roles were clarified:

Council members were selected by representatives from Standing Committees, Departments and Working Groups who were elected by the Congregation for a one-year (renewable) term.

There is greater emphasis on Council's collective *oversight role*, as well as its role in:

- Stewardship
 - Leadership Development and Elder Formation.
- 4) Certain processes -- e.g. regarding elections -- were clarified and aligned with the UCC Manual.

Changes to the 2008 Governance Model after the Governance Review and related Congregational Meeting in January, 2010:

- 1) Direct election by the Congregation of the Council Chair, Secretary, Treasurer, and Presbytery Representatives
- 2) Working Groups no longer having representation on Council, and adjustments to some Working Group processes
- 3) Creation of a Standing Committee for Christian Development.

Requirements of the UCC Manual

A thorough review was conducted of the 2007 version of the United Church of Canada Manual as part of the Governance and Lay Participation Working Group activities.

This document reflects requirements and/or norms of the UCC Manual (2007).

1.2 Socio-cultural Context

Introduction

The purpose of this section is to provide the socio-cultural context for the Southminster Governance Model.

Rationale

The Governance Model for Southminster affirms that church structures should be designed to liberate and enable the people of God to exercise their ministry in building up the body of Christ through worship, reconciliation, evangelism & outreach, service, and the seeking of justice.

Fluidity

The socio-cultural context encourages a less rigidly structured governance model that liberates participants from having to seek multiple approvals within overlapping accountability systems. This model emphasizes a permission-giving climate that encourages ministry initiatives from the members of the Congregation.

Bottom-up Governance

The socio-cultural context encourages bottom-up governance. This Model reflects this in that the Congregation as a whole sets the direction via the Missional Vocation, the Missional Units work toward that end, and the Council provides support, coordination, and general oversight.

Decision-making

The socio-cultural context encourages collegial decision-making, and moves away from formal and structured debate.

Fewer Meetings, More Ministry

The socio-cultural context calls for more time and energy spent in carrying out our Missional Vocation than in formal meetings, i.e. "less talk, more action," and similar perspectives.

Part-time Members

The socio-cultural context requires the church to be welcoming of people with less regular attendance and involvement patterns as they try to juggle the many demands made on personal and family time.

Understanding of Ministry

The ministry of Southminster is conducted by the people of Southminster with the focus on the Congregation's Identity and ongoing Missional Vocation discernment and discovery.

Relationship to the Larger Church

Southminster has a long tradition of membership and participation in the United Church of Canada, as seen for example in:

- its support for the Mission & Service Fund
- its emphasis on seeking peace and justice locally, nationally, and globally
- its participation at Ottawa Presbytery, via representatives on Council.

1.3 Amendment Procedure

Amendments may be made to this Governance Model by the Congregation, followed by the approval of Presbytery. As each new edition of the UCC Manual is made available, the Southminster Council will review the Model to ensure that it is still in compliance and address any applicable changes from the Manual. This document is a 'living document' which will be updated as needed, in accordance with the evolution of the Governance Model.

1.4 Acknowledgments

The Governance and Lay Participation Working Group first gathered to work on these processes in March of 2007. Reverend Donald Wachenschwanz led a committed group of people in the Monday evening sessions that challenged and engaged them in spirited discussion, learning, and knowledge development.

Group participants have included:

Doug Anglin	Linda Nelson
Mary Anglin	Ron Hunt
Frances Chambers	Carrie Isaac
Margaret Moyston Cumming	Margaret Isaac
Kay Currie	Wendy Lawrence
Barbara Davidson	Elizabeth Peace
Bernie Ducker	Molly Seon
Jack Elgood	Laurie Smith
Marian Elgood	Marilyn Smith
Margaret Friesen Stowe	Janet Sutherland
Mary Gordon	Ann Wannamaker
Peter Harder	Don Wannamaker

2 Missional Vocation

2.1 Overview

Introduction

The purpose of this chapter is to describe the mission strategy and missional vocation discernment process that underlies the Southminster Governance Model.

Mission Strategy

Section 2.2 defines *mission strategy* and describes the elements of Southminster's particular strategy.

Missional Vocation

Section 2.3 defines the *missional vocation* concept, describes the discernment process, and provides the Missional Vocation statement for 2008.

2.2 Mission Strategy

Introduction

The purpose of this section is to explain the mission strategy that underlies the Southminster Governance Model.

Rationale

The *mission strategy* refers to the overall direction for the Congregation, and reflects the Congregation's understanding of ministry, its own religious traditions, its socio-cultural context, the purpose and goals of the Congregation, and its relationship to the larger church.

Purpose & Goals – Missional Vocation

Southminster has begun the process of continually discerning and discovering its Missional Vocation from God, and living out that Missional Vocation.

Faith Traditions

The Congregation conducted an Appreciative Inquiry process in 2006. Choosing the positive, this process discerned the best in Southminster's history. The Congregation's Identity Statement and Five Strengths came about as a result of this discernment process.

This Governance Model seeks to make the best use of the positives from Southminster's faith traditions while also building on the governance models that have preceded it. (See also Appendix 7.6 for Southminster's Mission Statement.)

Identity

The Identity Statement for Southminster is:

- ***Southminster is a caring community that brings people together to explore faith and express it in action.***

Five Strengths

Southminster's Five Strengths have been identified to be:

- Church Community
- Faith Formation
- Faith-in-Action
- Sanctuary
- Music.

See Appendix 7.2 for a complete description of the Five Strengths.

2.3 Missional Vocation

Introduction

The purpose of this section is to explain the concept of *missional vocation* and to describe the process that is used at Southminster to *discern* the Missional Vocation.

Rationale

Discerning a Missional Vocation means: the Congregation is discovering together what God is calling and sending it to know, and be, and do. In other words, at Southminster we are reflecting on how we are being called and sent for God's purpose at this time.

Purpose

The purpose of discerning a Missional Vocation is to actively listen for God's intentions and then to structure ourselves around these patterns of ministry. We then define "success" and "vitality" in terms of faithfulness to God's calling and sending.

Discernment Process

The process for discerning the Missional Vocation is as follows:

Step	Action
1)	Reflection: throughout the summer and fall, the members and adherents of the Congregation reflect on what they feel God is calling and sending Southminster to be and do at this time.
2)	Dialogue: during a <i>missional vocation</i> worship service in November, the Congregation discusses and confirms the conditions and principles by which we will know that we have discerned our Missional Vocation.
3)	Congregational Meeting: the Congregation convenes immediately following the <i>missional vocation</i> worship service in November, and with the help of a facilitator, discusses and formulates the overall direction; this is documented in the form of a short statement.

4)	Review by the Elders: the draft of the Missional Vocation is discussed and reviewed by a group of Elders; this helps to clarify the statement and deepen the understanding of the messages embedded within it.
5)	Approval by the Congregation: the Congregation convenes to vote on the final version of the Missional Vocation statement prior to the end of the year.

Conditions and Principles for Discernment

In November 2007, the underlying conditions and principles used by the Southminster Congregation to determine that they had discerned their Missional Vocation were as follows:

The Missional Vocation ...

- calls us to discipleship
- entails some degree of risk-taking
- is a means to model Christian behaviour to the world around us
- has some connection to worship as one part of our Christian witness
- encourages us to more vital corporate prayer
- points us to the reign of God
- is focused enough to be unique but broad enough to make room for everyone
- can be understood and carried out.

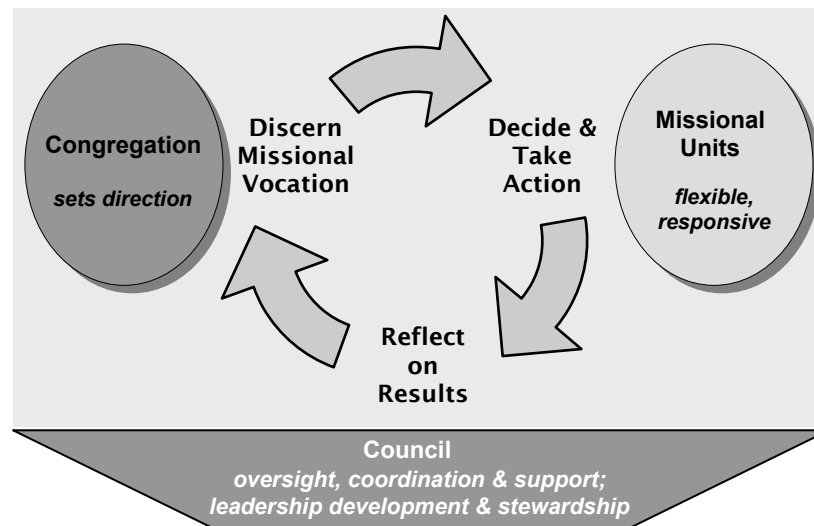
Missional Vocation 2008

The Southminster Missional Vocation for 2008 was:

- ***'We are called and sent to grow as an actively caring, embracing community for all.'***

Missional Governance

The following diagram provides an overview of the Southminster governance system as it relates to the Missional Vocation:



3 Governance Structure

3.1 Overview

Introduction

This chapter describes the structure and major components of the Southminster Governance Model.

Rationale

Section 3.2 describes the underlying logic and assumptions upon which the Southminster Governance Model is based.

Building Blocks

Section 3.3 describes the major components of the Southminster Governance Model and Section 3.4 describes the Missional Units within the structure.

Budget Process

Section 3.5 describes the annual budget process.

3.2 Rationale

Introduction

The purpose of this section is to explain the rationale behind the Southminster Governance Model.

Definition of Governance

The term *governance* refers to the functions of:

- setting direction
- making policy and strategy decisions
- providing guidance and oversight
- monitoring and communicating results, and
- ensuring accountability.

Reasons for Addressing Governance

The Southminster Transition Team determined through its research and consultative process in 2005 that the work and processes of Council were not fully understood by the Congregation, and that lay participation in governance needed to be improved. This led to the Congregation adopting the following related *Transition goals* in January 2007:

- Governance: that the governance structure, functions and roles of committees and groups are clarified and communicated to the Congregation.
- Lay Participation: that we have an engaged membership of all ages, who are given a variety of opportunities to explore and express their faith.

Governance & Lay Participation Working Group

A *Governance & Lay Participation* Working Group was established in March 2007 to address the *Governance* and *Lay Participation* Transition goals. The working group was facilitated by the Transition Minister, Reverend Donald Wachenschwanz.

Key Assumption

The underlying assumption during the *Governance & Lay Participation* Working Group sessions was that the *Council model* of governance, established in 1997, was still an appropriate structure for Southminster. The mandate of the working group was to determine what, if any, changes should be made to the implementation of the Council model.

Missional Governance

The *Governance & Lay Participation* Working Group concluded that the *missional church* model fits well with the Southminster *Identity*.

Missional governance means that:

- The Congregation sets the direction and the agenda for the coming year
- Committees, Departments, Working Groups and Task Groups implement the agenda
- Council oversees the agenda.

Capacity for Committees

A key conclusion during the *Governance & Lay Participation* Working Group sessions was that the Southminster governance model should be modified to accommodate trends in volunteerism:

- The capacity for committees in church organization is related to the average weekly attendance according to the following rule of thumb:
 - Number of committees = average weekly attendance divided by 10.
- Many potential volunteers are unwilling or unable to make a long-term commitment to church committee work. A more flexible approach, such as short-term Working Groups, could help with this.

UCC Manual Requirements

The *Governance & Lay Participation* Working Group also concluded that changes to the governance model needed to be made, in order to align Southminster's governance system with the governance requirements in the *United Church of Canada Manual*.

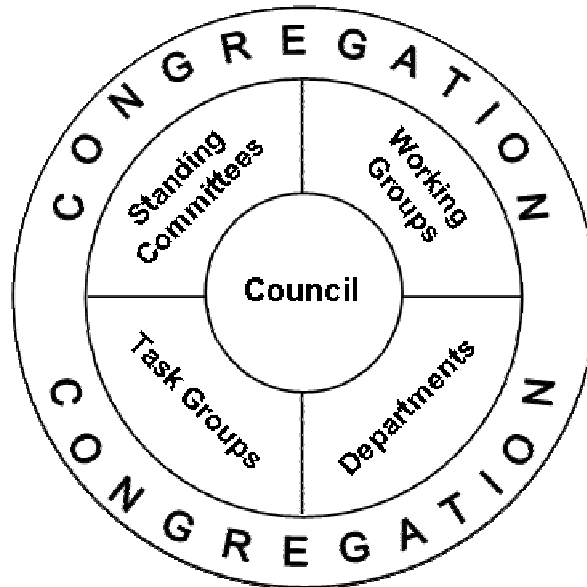
3.3 Building Blocks

Introduction

This section describes the major components of the Southminster Governance Model.

Bird's Eye View

The following graphic presents a bird's eye view of the structure of the Southminster Governance Model.



Congregation

The Congregation is made up of members and adherents, and is the primary source of volunteers who carry out the Southminster governance functions.

The Congregation plays a vital role of *active participation* in at least three other key areas:

- Providing financial support
- Electing representatives to serve on Council
- Volunteering to serve on Council or as participants in Committees, Working Groups, etc.
- Attending Congregational Meetings and participating in the decisions which affect the Congregation.

Council

The Council is made up of representatives from the Standing Committees and Departments, as well as the Minister and lay representatives to the Presbytery.

Council performs an oversight and coordinating role within Southminster, helping the Congregation to achieve its Missional Vocation.

3.4 Missional Units

3.4.1 Standing Committees

A *Standing Committee* is one of the types of *missional units* which develops, plans and carries out activities that result in the Southminster congregation achieving its Missional Vocation.

A distinguishing characteristic of a Standing Committee is that it is a permanent part of the Southminster governance structure. Membership in a particular committee is expected to be consistent over the course of the church year.

The list of Standing Committees is as follows:

- Christian Development
- Coordinating
- Finance & Property
- Local, National & Global Outreach
- Ministry & Personnel.

3.4.2 Temporary Committees

A *Temporary Committee* is a joint committee with Presbytery, which has a specific mandate that transcends the Southminster Missional Vocation. It may send a participant to Council for purposes of coordination and communication.

Examples of Temporary Committees are as follows:

- Interim Ministry Transition (IMTC)
- Joint Needs Assessment (JNAC)
- Joint Search (JSC).

3.4.3 Ad Hoc Committees

An *Ad Hoc Committee* may be created by the Congregation on occasion to carry out a specific short-term task. It does not normally provide a representative to Council, but may send a participant on request. It normally reports to the Congregation.

3.4.4 Departments

A *Department* is one of the types of *missional units* which develops, plans and carries out activities that result in the Southminster congregation achieving its Missional Vocation during the church year.

The distinguishing characteristics of a Department are:

- It is named specifically as a “department” by the United Church of Canada Manual
- It includes as many members and adherents of the Congregation as have an interest in the work of the Department¹.

¹ Exception is the Board of Trustees, whose members are elected by the Congregation.

The current list of Departments is as follows:

- Board of Trustees (elected for fixed terms)
- Sunday School
- Women's Ministries Network (including United Church Women).

3.4.5 Task Groups

A *Task Group* is one of the types of *missional units* which develops, plans, and carries out activities that result in the Southminster congregation achieving its Missional Vocation.

Task Groups carry out a specific ministry for Southminster, meet as required, and make decisions as applicable to their work, while keeping in mind the congregation's Missional Vocation, the Southminster *Identity Statement*, and its *Five Strengths*.

The distinguishing characteristics of a Task Group are:

- Members do not have to be elected by the congregation
- The Task Group does not send a representative to Council
- The Task Group does not normally report to Council
- Oversight of Task Group activities is carried out by the relevant Standing Committee (usually the Coordinating Committee).

A list of current Task Groups appears in Section 4.6.

3.4.6 Working Groups

A *Working Group* is one of the types of *missional units* which develops, plans and carries out activities that result in the Southminster congregation achieving its Missional Vocation.

Working Groups provide an opportunity for members to engage in short-term, incremental ministry in the congregation. Working Groups meet, plan, and execute work within a short time frame.

The distinguishing characteristics of a Working Group are:

- Each addresses a particular theme related to the Missional Vocation
- Activities and membership of Working Groups can change through a church year.

A list of the initial Working Groups appears in Section 4.8.

3.5 Annual Budget Process

Introduction

This section describes the annual budget process.

Missional Units' Budget Responsibility

Each Missional Unit shall prepare a preliminary budget setting out the finances necessary to achieve the Missional Vocation for the subsequent fiscal year. This budget information is forwarded to the Finance & Property Committee for consolidation.

Missional Units may also raise funds for their work provided that these plans are included in their reports to Council.

Finance & Property Committee's Budget Responsibility

The budget responsibilities of the Finance & Property Committee are:

1. Set the deadline for submitting Missional Unit budgets
2. Consolidate the budget inputs and provide the overall budget to Council.

Council's Budget Responsibility

The budget responsibilities of Council are:

1. Review the proposed budget in the context of Southminster's Missional Vocation
2. Report back to the congregation and Missional Units on its findings and observations
3. Ask the Congregation to approve the budget.

Congregation's Budget Responsibility

The responsibilities of the Congregation in relation to the annual budget are:

1. Review the proposed budget in the context of Southminster's Missional Vocation
2. Respect the feedback on the budget and advice from the church eldership
3. Approve the budget
4. Work together to ensure that the financial resources inherent in the budget are realized, thereby enabling the Missional Vocation to be achieved.

4 Roles and Responsibilities

4.1 Overview

Introduction

This Chapter describes the roles and responsibilities of the various players in the Southminster Governance Model.

Role of the Congregation

Section 4.2 describes the roles and responsibilities of the members and adherents of the Southminster Congregation.

Role of Council

Section 4.3 describes the roles and responsibilities of Council.

Roles of Committees and Departments

Sections 4.4 and 4.5 describe the roles and responsibilities of the various Standing Committees and Departments.

Role of Task Groups

Section 4.6 describes the concept and role of the *Task Groups*, and the related processes.

Role of Subcommittees

Section 4.7 describes the concept and role of Subcommittees and the related processes.

Role of Working Groups

Section 4.8 describes the concept and role of Working Groups and the related processes.

4.2 Congregation

Introduction

This section describes the roles and responsibilities of the members and adherents of the Southminster Congregation.

Participation

The members and adherents of the Southminster Congregation are expected to participate in the life and activities of Southminster United Church to the fullest extent possible including:

- Informing themselves about the activities of Southminster United Church
- Working collectively to achieve the Missional Vocation
- Serving in a volunteer capacity
- Attending and voting at Congregational Meetings
- Providing financial support

- Attending worship services as often as possible, and encouraging others to do the same.

Governance

The members and adherents of the Southminster Congregation are expected to respect and abide by principles, processes and procedures contained within the Southminster Governance Model.

Intentional Practices

The members and adherents of the Southminster Congregation are expected to mirror the following Intentional Practices when relating to one another and to newcomers:

- Mutual care
- Reconciliation
- Loving accountability, and
- Hospitality.

Budget Responsibility

See section 3.5.

4.3 Council

Introduction

This section describes the roles and responsibilities of Council.

Elders and Eldership

The responsibility of leadership within the Congregation and its community is entrusted to 'elders', who are elected by the Congregation for their wisdom, caring, spiritual discernment, and other gifts of the Spirit.

Council as a Collectivity

The Council embodies the *eldership* at Southminster, and the Congregation expects Council to function as a *collectivity*.

Mandate

The general mandate of Council is to coordinate, support, celebrate and oversee the ministry of the Congregation through the Missional Units.

Decision-making Process

In order to facilitate meetings in keeping with the mission strategy of the Congregation, and to ensure inclusivity in member participation, the Council will as much as possible use the following mechanisms to reach decisions:

- the eight oversight protocols (see below)
- conversation
- discussion and
- discernment.

All decisions will be finally disposed of by a motion, a second, and a vote.

Facilitation and Leadership

The Chair of Council, with the assistance of each Council member, will remind the Council of the eight oversight protocols and encourage their inclusion in the conversations, discussions and discernments.

The Chair of Council will work with the Ministry Personnel in developing strategies for conversation, discussion, and discernment, incorporating the eight oversight protocols.

Eight Oversight Protocols

The deliberations and decision-making of Council will be guided by the following eight oversight protocols:

1. Encourage & open up opportunities that take both the congregation and individuals beyond the present and known toward where God calls and sends us
2. Model the four Intentional Practices (mutual care, reconciliation, loving accountability, and hospitality) to the Congregation and Committees
3. Formalize & foster the Intentional Practices
4. Mirror the Holy Spirit
5. Pass on spirituality
6. Practice corporate prayer
7. Cultivate the discernment (including Biblical reflection) of Missional Vocation
8. Embed intentionally the Missional Vocation.

Oversight Duties

The oversight duties of Council will be categorized as:

- Spiritual
- Temporal
- Stewardship
- Leadership Development & Elder Formation.

Responsibilities of Specific Council Members

- **Chair**
The Chair will preside at and facilitate meetings of the Council. S/he will vote only in the event of a tie.
- **Secretary**
The Secretary will be responsible for ensuring that a record of Council proceedings is kept, required reports and forms are prepared, documents are preserved, and the required records are transmitted annually to Presbytery for review.
- **Congregational Treasurer**
The Congregational Treasurer's responsibilities are set out in Section 4.4.3.

4.3.1 Spiritual Oversight

Introduction

This section describes the *spiritual* oversight duties of Council.

General Responsibilities of Council

The UCC Manual requires that Council be responsible for exercising leadership in the care and oversight of the spiritual life and interests of the Congregation. It lists the following general responsibilities:

- the spiritual interests of the Congregation
- liaison with the Presbytery
- reporting annually to the Congregation
- giving directives to the Board of Trustees
- matters of pastoral relations when appropriately directed by the Congregation
- the discipline of members
- the receipt and transmission of Proposals and appeals
- the ordering of Formal Hearings.

Spiritual Oversight Duties of Council

It shall be the duty of Council to have oversight of the following areas:

Area	Description
1)	Missional Vocation: each year, leading the congregation in a process to listen for and update its Missional Vocation, in conjunction with Ministry Personnel.
2)	Membership: the admission of persons into full membership, their removal, and the granting of certificates of transfer of membership; in conjunction with the Coordinating Committee.
3)	Discipline: oversight duty with respect to the conduct of members, with power to exercise discipline.
4)	Sacraments: the administration of the sacraments, including requests for baptism; in conjunction with the Coordinating Committee and Ministry Personnel.
5)	Religious training: ensuring the religious training of the young, and the organization of meetings for Christian fellowship, instruction, and work; in conjunction with the Sunday School Department, the Christian Development Standing Committee, and other Missional Units.
6)	Public worship: planning and conducting of the order of public worship, including the service of praise and the use of the church building; in conjunction with the Ministry Personnel, the Coordinating Committee, and other Missional Units.
7)	Pastoral Care: the care of the poor, and the visiting of the sick; in conjunction with the Pastoral Care Network.

8)	Evangelism and Social Action: outreach duties of the <i>Congregation</i> in evangelism and social action; in conjunction with the Local, National & Global Outreach Committee, and other Missional Units.
9)	Referrals to Presbytery: <ul style="list-style-type: none"> a. receiving and judging Proposals and appeals from members; b. transmitting Proposals and appeals to the Presbytery; c. recommending to the Presbytery suitable lay members to be licensed as Licensed Lay Worship Leaders; d. upon invitation by the Presbytery, recommending to the Presbytery a suitable lay member to be considered for licensing as a Sacraments Elder; e. recognizing suitable lay members as Inquirers; f. recommending to the Presbytery suitable Inquirers to be Candidates; g. recommending to the Presbytery suitable lay members to be recognized as Designated Lay Ministers; h. recommending to the Presbytery suitable lay members to be recognized as Congregational Designated Ministers.
10)	Rolls: in conjunction with the Coordinating Committee, oversight of: <ul style="list-style-type: none"> i. keeping the roll of the Congregation, clearly recording the date of admission, transfer, removal, suspension, or other action concerning each member; j. keeping the record of children and adherents; k. keeping the register of baptisms, marriages, and burials. <p>In provinces where required to do so by law, the settled or appointed Ministry Personnel shall keep such registers and shall make an annual report of all entries in the registers to the Council, and its Secretary shall copy the same into the section of proceedings provided for such purpose.</p>
11)	Senior Support: ensuring support of senior adults in the Congregation; in conjunction with the Pastoral Care Network.

4.3.2 Temporal Oversight

Introduction

This section describes the oversight duties of Council related to operations and administration of the church.

Temporal Oversight Duties of Council

It shall be the duty of Council to have oversight of the following areas of church life and work:

Area	Description
1)	Annual Report: preparing and submitting to the Congregation for its consideration reports on the life and work of the Congregation, including a full statement of receipts and expenditures, of indebtedness, and of estimates for the ensuing year; and the rates fixed by the appropriate General Council working unit. This is carried out in conjunction with the Coordinating Committee and the Missional Units.
2)	Statistical Forms: responsibility for the completion of the annual Congregation statistical and information forms, and the submission of these forms to the appropriate General Council working unit, no later than February of each year. This is carried out in conjunction with the Coordinating Committee.
3)	Communications from the wider Church: receiving and making available to the members of the Congregation reports on the actions of the Presbytery, the Conference, and the General Council; in conjunction with the Coordinating Committee.
4)	Securing contributions: securing contributions for the support of the total work of the United Church of Canada, including the necessary budget for the work of the Congregation and givings for the Mission & Service Fund. The contributions for the Mission & Service Fund shall, if possible, be at least the amount suggested by the Presbytery. This is carried out in conjunction with the Finance & Property Committee and the Council Stewardship Committee of the Whole.
5)	Loans: authorizing borrowing funds for the day-to-day operations of the Congregation, or for any indebtedness which shall normally be discharged during the current calendar year.
6)	Pastoral Relationship: transmitting from the Congregation to the Presbytery, representations concerning the pastoral relationship.
7)	Trustees: giving lawful orders and directions to the Trustees concerning matters of property.
8)	Representing the Congregation: when authorized by the Congregation, representing it in meetings with the Presbytery or its representatives to deal with matters of amalgamation, realignment, reconstitution, or the disbanding of the Congregation.
9)	Formal Hearings: the ordering of Formal Hearings.
10)	Staff: the approval of staff contracts; in conjunction with the Ministry & Personnel Committee.

11)	Appreciation: engaging the Congregation in regularly celebrating the ministries of the Congregation, and to ensure that each Missional Unit expresses appreciation for the work of individuals within it.
12)	Use of the church building: setting policies regarding the use of the church building to guide the Coordinating Committee in permitting and scheduling use according to the “shared expenses” of the Finance & Property Committee, and the insurance and risk management policies of the Trustees.

4.3.3 Stewardship Duties

Introduction

This section describes the roles and responsibilities of Council for Stewardship education and programs of the Congregation.

Stewardship Committee of the Whole

The Council will carry out its stewardship responsibilities by convening twice annually as a *Stewardship Committee of the Whole*.

Timing of Meetings of the Stewardship Committee of the Whole

The Stewardship Committee of the Whole will meet once in the late winter (early in the year), and once in the early autumn. This may be in place of or at the beginning of a regularly scheduled meeting of the Council, or a special meeting.

Membership of the Stewardship Committee of the Whole

The Stewardship Committee of the Whole will consist of the following members:

- Members of Council
- One additional member of the Women’s Ministries Network
- Congregation’s Treasurer
- Treasurer of the Mission & Service Fund
- At least one additional member of the Finance & Property Committee.

Duties of the Stewardship Committee of the Whole

In its work, the Stewardship Committee of the Whole will keep in mind the Missional Vocation of the Congregation, its Identity Statement, and its Five Strengths. The Council convened as the Stewardship Committee of the Whole shall have the following duties:

Area	Description
1)	Financial potential: responsibility for the overall stewardship level of the Congregation so that its full financial potential may be realized. To this end the Committee shall review annually the total financial objective of the Congregation, i.e. the needs at local, regional, and national levels.
2)	Use of funds: interpreting to the Congregation why the funds are needed and how they will be expended.

3)	Allocation of funds: keeping in perspective and under review the money spent locally and regionally in relation to the amount provided for the wider work of the United Church of Canada through the Mission & Service Fund. The Council will emphasize the M&S Fund to the Congregation as a means by which the Congregation as a whole could model generous giving to its members and adherents.
4)	Leadership: cultivating knowledge and conviction concerning the mission of the church in all its aspects, among all age groups and by all media available.
5)	Sharing resource materials: making available to the Congregation the materials issued through the relevant General Council working units.
6)	Participation: through the use of approved methods of church finance, securing commitment and participation in the mission of the church by the Congregation. Approved methods include, but are not limited to: <ul style="list-style-type: none"> • Pledges • Pre-authorized Remittance (PAR) • Planned Giving • Narrative Budget • Stewardship Events. The Committee may organize periodic visitations for stewardship purposes.
7)	Reporting: preparing an annual report for the Congregation.

4.3.4 Leadership Development & Elder Formation Duties

Introduction

This section describes the roles and responsibilities of Council to address the faith formation and Christian education needs of the Congregation.

The requirement to address faith formation and Christian education is divided primarily among three groups:

- Council as a whole
- Sunday School Department, and
- Christian Development Standing Committee.

General Responsibilities of Council

The responsibilities assigned to the Council, working with the Ministry Personnel, include but are not limited to:

- Membership classes
- Baptismal preparation
- Training for members of Standing Committees and Departments
- Training for members of Council
- Working Group orientation
- Leadership development & eldership formation.

In its work, the Council will keep in mind the Missional Vocation of the Congregation, its Identity Statement, and its Five Strengths.

Leadership Development & Elder Formation Committee of the Whole

The Council will carry out its leadership development and elder formation responsibilities by convening at least once annually as a *Leadership Development & Elder Formation Committee of the Whole*.

Timing of Meetings of the Leadership Development & Elder Formation Committee of the Whole

The Leadership Development & Elder Formation Committee of the Whole will meet at least once, in the late spring or early summer, to have conversation about and make plans for these areas of training in the coming fall. This may be in place of or at the beginning of a regularly scheduled meeting of the Council, or a special meeting.

Guiding Principles

The following principles will be observed by the Council in fulfilling its Leadership Development & Elder Formation responsibilities:

- Making room for more leaders
- Making room for different styles of leadership
- Allowing for new leaders, trusting new leaders
- Fostering a “change of heart” that moves from ideas of judgment and a waning paradigm of God, and toward The Bible as parable, the positive yet the challenging, and empowerment.
- Passing on a body of knowledge that includes the Governance Model, Missional Vocation, Identity & Strengths, Intentional Practices, Oversight Protocols, and tasks.
- Those principles outlined in the section ‘United Church Principles of Faith Formation & Christian Education’ (see Appendix 7.5).

Points of Contact

There are many venues for accomplishing these responsibilities, but attention especially should be paid to:

- The "Service of Praise", i.e. Sunday morning worship
- The web site
- Fellowship
- A ‘Mission Fair’, i.e. an event where Missional Units publicize their functions and activities.

Reporting

The Leadership Development & Eldership Formation Committee of the Whole will prepare an annual report for the Congregation.

4.4 Standing Committees

4.4.1 Christian Development Committee

Introduction

This section describes the roles and responsibilities of the Christian Development Committee.

Membership

The Membership on the Christian Development Committee consists of those elected to the Committee by the Congregation. The Ministry Personnel may attend meetings of the Committee.

Duties of the Christian Development Committee

This Committee will address the faith formation and Christian education needs of the Congregation, with special focus on the needs and perspectives of adults. It will take into account the 'United Church Principles of Faith Formation and Christian Education' as set out in Appendix 7.5.

Structure of the Christian Development Committee

The Christian Development Committee will elect from among its members:

- 1) Chair
- 2) Secretary
- 3) Representative to Council – this will normally be the Chair. The representative to Council is a member of the Congregation and elected to the Committee by the Congregation.

4.4.2 Coordinating Committee

Introduction

This section describes the roles and responsibilities of the Coordinating Committee.

Membership of the Coordinating Committee

The membership on the Coordinating Committee includes:

- those elected to the Committee by the Congregation
- one representative from each of the Task Groups.

The Office Administrator's duties may involve attending Coordinating Committee meetings and related follow-up.

The Ministry Personnel may attend meetings of the Committee.

Duties of the Coordinating Committee

The Coordinating Committee will keep in mind the Missional Vocation of the Congregation, the Identity Statement, and the Five Strengths.

The duties of the Coordinating Committee are:

Activity	Description
1)	Assist Council in its oversight role for the admission of persons into full membership, their removal, and the granting of certificates of transfer of membership, by transmitting requests for membership and transfer to the Council and reviewing the membership records for removal of names by death, transfer, move, or inactivity, according to the provisions of the <u>Manual</u> . The Committee will assist the church Office Administrator in preparing an annual Church Directory of Members, Children and Adherents.
2)	Assist Council in its oversight role for the administration of the sacraments, by reminding the Ministry Personnel, well in advance, of the local custom dates for Holy Communion, by rotational assignments to assist in the Sacraments, and by transmitting requests for baptism to the Ministry Personnel and Council.
3)	Assist Council in its oversight role for the order of public worship, including the service of praise and the use of the church building, by: keeping a roster of rotational (turn-taking) ministries (including but not limited to lay readers, communion servers, ushers, greeters, and decorators); keeping a list of the annual special days and activities of local custom, and alerting the Ministry Personnel, appropriate missional units, and Council well in advance of upcoming special days and observances; and approving the use of church space according to policies set by Council and "shared expenses" set by Finance & Property.
4)	Assist Council in its responsibilities to keep the roll of the Congregation, clearly recording the date of admission, transfer, removal, suspension, or other action concerning each member; to keep the record of children and Adherents; and to keep the register of baptisms, marriages, and burials.
5)	Assist Council in its responsibility to submit to the Congregation for its consideration reports on life and work.
6)	Assist Council in its responsibility for the completion of the annual Congregation statistical and information forms, and the submission of these forms to the appropriate General Council working unit, no later than February of each year.
7)	Assist Council in its responsibility to receive and to make available to the members of the Congregation reports on the actions of the Presbytery, the Conference, and the General Council, including mailings and e-mail correspondence from the Presbytery, Conference, and General Council Office, and materials received by the members of Presbytery; and to encourage the reading of <u>The Observer</u> .

8)	Assist the Council in starting and maintaining contact with the Working Groups.
9)	Educate , alert, and make recommendations to the Council regarding privacy policy and its implementation.
10)	Educate and make recommendations to the Council regarding duty of care policies (except those required for Ministry Personnel – a function assigned to the M&P Committee).
11)	Appoint a librarian, M&S Fund promoter, <u>Observer</u> secretary, Newsletter Editor, and/or similar ministry positions, as needed.
12)	Maintain communication with the various organizations that use the church building, including but not limited to the Scouts and Guides, the Southside Preschool, and AA.
13)	Arrange advertising and promotion of weekly and special church activities, including but not limited to the weekly announcements and e-mail newsletter, web-site, bulletin boards, mail boxes, and the Congregational newsletter.
14)	Working with the Ministry & Personnel Committee, provide assistance and supervision to the church Office Administrator, including updating the position description, engaging in contracting new office staff, and recommending changes in remuneration.

Structure of the Coordinating Committee

The Coordinating Committee will elect from among its members:

- (1) Chair
- (2) Secretary
- (3) Representative to Council – this will normally be the Chair. The representative to Council is a member of the Congregation and elected to the Committee by the Congregation.
- (4) Additionally, the Committee will appoint a liaison to each of the recognized Partnerships of the Congregation. These liaisons need not be elected members of the Committee, but become members (unelected) on appointment.

4.4.3 Finance & Property Committee

Introduction

This section describes the roles and responsibilities of the Finance & Property Committee.

Membership of the Finance & Property Committee

The membership on the Finance & Property Committee consists of those elected to the Committee by the Congregation. The Ministry Personnel may attend meetings of the Committee. In its work, the Committee will keep in mind the Missional Vocation of the Congregation, its Identity Statement, and its Five Strengths.

Members of the Committee shall be elected for their ability to transact the temporal and financial business of the Congregation. Wherever practicable, they should be in full membership of the Congregation.

Duties of the Finance & Property Committee

The management of the temporal and financial affairs of the Congregation shall be entrusted to the Finance & Property Committee.

The duties of the Finance & Property Committee are:

Activity	Description
1.	<p>Through the Council’s responsibility for Stewardship, assist in securing contributions, preferably by the weekly envelope and an every-person canvass, for:</p> <ul style="list-style-type: none"> • the remuneration of the persons serving the Congregation as Ministry Personnel; • the assessments payable to the pension fund and the group insurance plan; • the salaries of other staff of the Congregation; • the assessment to meet Presbytery and Conference expenses; and • the current expenses of the Congregation.
2.	<p>Disburse the money received for these purposes. In the planning and the making of the disbursement of these monies, the Finance & Property Committee shall be governed by the following order of priority:</p> <ul style="list-style-type: none"> a. the remuneration of the persons serving the Congregation as Ministry Personnel; b. the assessments payable to the pension fund and the group insurance plan; c. the salaries of other staff of the Congregation; d. the assessment to meet Presbytery and Conference expenses; and e. other capital and current expenses of the Congregation.
3.	<p>Present to the Annual Meeting of the Congregation:</p> <ul style="list-style-type: none"> a. a detailed statement of its receipts and expenditures, for which an audit has been performed; b. a detailed statement of the receipts and expenditures of the Board of Trustees, for which an audit has been performed; and c. a statement showing the estimated amounts required to carry on the work for the ensuing year, with suggestions as to methods for securing the necessary money.

3. (cont.)	It shall also report the financial condition of the Congregation to the regular meetings of the Council, and shall supply the Council with a copy of its annual report to the Congregation, as well as the statement showing the estimated amounts required to carry on the work for the ensuing year, prior to the annual meeting. This statement (3 c.) will include the amounts requested by the various Missional Units and approved by the Council.
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Other Finance & Property Committee Duties

Other duties of the Finance & Property Committee include:

Activity	Description
1.	Perform responsibilities outlined for Standing Committees under "General Responsibilities."
2.	Arrange for the counting and depositing of offerings and all other funds received by the Church.
3.	Maintain a record of each person's givings through the year, and provide periodic "to-date" statements of givings and income tax receipts to each person.
4.	Report to the Congregation through its various media on the current financial situation as often as determined by the Council in its role of Stewardship.
5.	Assist the Council in the coordination of stewardship campaigns and other methods for securing the necessary funds.
6.	Assist the Council and Coordinating Committee in completing the Annual Statistical Report.
7.	Decide on signing authority for the congregation's accounts.
8.	Maintain the Church building, land, its facilities, and the property surrounding the church, using volunteers where possible and contracting to outside contractors where required. This includes the heating, electrical, plumbing, furnishings, security and similar matters.
9.	Working with the Ministry & Personnel Committee, assign a work schedule and supervise the caretaker; arrange for and supervise part-time sexton(s); update position descriptions for the above staff; and take an active role in the hiring process for caretaking staff.
10.	Work with recommendations from the Ministry & Personnel Committee to provide office equipment to staff, and maintain office supplies and equipment for other groups and committees.
11.	Recommend shared expense rates for non-church functions, and communicate these to the Coordinating Committee.

Structure of the Finance & Property Committee

The Finance & Property Committee will elect from among its members:

- 1) Chair
- 2) Secretary
- 3) Representative to Council – this will normally be the Chair. The representative to Council is a member of the Congregation and elected to the Committee by the Congregation.

Role and Responsibilities of committee members are:

<i>Role</i>	<i>Responsibility</i>
Chair	<ul style="list-style-type: none">• Preside at meetings, preserve order, take the vote, announce the decisions of the Finance & Property Committee, and attend to the usual duties of a Chair. The Chair has a vote only in the event of a tie.• The Chair is normally the representative to Council.
Secretary	<ul style="list-style-type: none">• Keep the record of proceedings, preserve all documents, and attend to the usual duties of a Secretary.
Treasurer	<ol style="list-style-type: none">1. Receive all monies for the support of the Congregation from envelopes, collections, and other sources;2. Disburse them under the direction of the Finance & Property Committee;3. Record all receipts and expenditures;4. Present a statement of the accounts when called upon by the Finance & Property Committee or the Council; and5. Attend to such other duties as the Finance & Property Committee or the Congregation may direct. <ul style="list-style-type: none">• At the end of the financial year the Treasurer shall present a statement for which an audit has been performed, certified by the auditor(s) appointed by the Congregation or the Council.• To assist the Treasurer in these duties, the Finance & Property Committee may engage the services of a bookkeeper who is not a voting member unless otherwise a member of the Committee.• One member may fulfill more than one of these roles.

4.4.4 Local, National & Global Outreach Committee

Introduction

This section describes the roles and responsibilities of the Local, National & Global Outreach Committee.

Membership

The Membership on the Local, National & Global Outreach Committee consists of those elected to the Committee by the Congregation. The Ministry Personnel may attend meetings of the Committee.

Duties of the Local, National & Global Outreach Committee

The responsibility of the Local, National & Global Outreach Committee is to assist the Council in its oversight of the outreach of the Congregation in evangelism and social action. In its work, the Local, National & Global Outreach Committee will keep in mind the Missional Vocation of the Congregation, its Identity Statement, and its Five Strengths.

Without limiting the work and vision of the Committee, the duties include:

Activity	Description
1.	Fulfill the responsibilities of a Standing Committee as outlined under "General Responsibilities."
2.	Work with the Ministry Personnel to stimulate congregational awareness and reflection on current social issues, including remembering special days that relate to peace, justice and development; and encourage individual and congregational response and participation.
3.	Be in communication with the Centretown Churches Social Action Committee (CCSAC), to support the Centretown Emergency Food Centre, and to have involvement with other local justice-seeking agencies.
4.	Provide assistance and support for Centre 7.
5.	Engage the Congregation in ecumenical and interfaith activities and dialogue.
6.	Inform the Congregation of global and national concerns and activities, including by use of UCC resources (such as 'Mandate' and 'Minutes for Mission'), arranging for relevant speakers, and publicizing pertinent events in the area.
7.	Work with the Ministry Personnel to encourage support of the M&S Fund in its role of supporting struggling congregations and the marginalized in Canada; and in cooperating with and responding to the needs of overseas partners. Recommend an annual target for the M&S Fund, and keep the Congregation informed of progress toward meeting it.

Structure of the Local, National & Global Outreach Committee

The Local, National & Global Outreach Committee will elect from among its members:

- 1) Chair
- 2) Secretary
- 3) Representative to Council – this will normally be the Chair. The representative to Council is a member of the Congregation and elected to the Committee by the Congregation.

4.4.5 Ministry & Personnel Committee

Introduction

This section describes the roles and responsibilities of the Ministry & Personnel Committee.

Timing of Committee Meetings

The Committee meets and reports to the Church Council quarterly or more often as circumstances warrant.

Membership of the Ministry & Personnel Committee

The Committee consists of no fewer than three and not more than seven members representative of the Congregation. Members of the staff of the Congregation, including the settled or appointed Ministry Personnel, shall not be members of this Committee. The Committee shall not replace the Joint Search Committee in the event of a change in the pastoral relationship or a Vacancy.

Duties of the Ministry & Personnel Committee

In its work, the Ministry & Personnel Committee will keep in mind the Missional Vocation of the Congregation, its Identity Statement, and its Five Strengths.

The Committee shall perform the following duties:

Activity	Description
1.	Provide a consultative and supportive agency for the staff of the Congregation, and for members and Adherents of the Congregation.
2.	Review working conditions and remuneration for the staff of the Congregation and make appropriate recommendations to the Council.
3.	Oversee the relationship of the staff of the Congregation to members of the Congregation and others.
4.	Oversee the relationships between and among different members of the staff of the Congregation with respect to their responsibilities and authority.
5.	Consult with all members of the staff of the Congregation about their plans for continuing education, ensuring that those eligible avail themselves of the provisions for continuing education, and that money and time are made available.
6.	Review and evaluate annually the effectiveness of the staff of the Congregation as those persons and positions relate to the mission of the Congregation.
7.	Maintain close liaison with the Presbytery Pastoral Relations Committee.
8.	Review regularly the responsibilities of all staff of the Congregation and revise position descriptions when required or requested.

9.	Receive from each Ministry Personnel settled in or appointed to the Congregation, a current vulnerable sector (level 2) police records check, at the expense of the Ministry Personnel, no later than the completion of each six-year period of the pastoral relationship.
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Note: The M&P Committee will also fulfill the responsibilities assigned to all Standing Committees under "General Responsibilities."

4. 5 Departments

4.5.1 Sunday School

Introduction

This section describes the role of the Sunday School Department in the Southminster Governance Model.

Responsibility

The Sunday School Department is responsible for the religious training of the young according the 'United Church Principles of Faith Formation and Christian Education', as applied to children and youth. See Appendix 7.5.

Members

Membership of the Sunday School Department includes all parents, members and adherents with an interest in the education of the children and youth of the Congregation. The Ministry Personnel may attend meetings of the Department.

Alignment with the Mission Strategy

In its work, the Sunday School Department will keep in mind the Missional Vocation of the Congregation, its Identity Statement, and its Five Strengths.

Representation on Council

The Coordinator represents the Department as a member of Council, unless s/he is not a member of the Congregation, in which case another member of the Department who is a member of the Congregation is appointed to Council.

Reporting to Council

The Coordinator periodically makes a written report to the Council.

4.5.2 Board of Trustees

Introduction

This section describes the role of the Board of Trustees in the Southminster Governance Model.

Requirements of the UCC Manual

The membership, duties, and the organization of the Board of Trustees are described in the UCC Manual (paragraphs 250 to 272). Ministry Personnel attend meetings of the Trustees.

Alignment with the Mission Strategy

In its work, the Board of Trustees will keep in mind the Missional Vocation of the Congregation, its Identity Statement, and its Five Strengths.

Reporting to Council

The Board of Trustees will report as necessary to the Council according to the provisions set out for reporting in the Board of Trustees sections of the UCC Manual.

Nominations

The Board of Trustees will make recommendations to the Congregation for nominations to the Board of Trustees.

Number of Board Members

The Board of Trustees shall comprise six members, in addition to the Ministry Personnel.

4.5.3 Women's Ministries Network

Introduction

This section describes the Women's Ministries Network and the role of this Department in the Southminster Governance Model.

Scope

The Women's Ministries Network is the umbrella for all groups which focus on women and women's ministry within the United Church of Canada. In the case of Southminster, this includes the current United Church Women (UCW), together with any other pertinent group which may not necessarily belong to the formal UCW structure. The Ministry Personnel may attend meetings.

Representation on Council

The Women's Ministries Network appoints one representative to Council. The representative to Council must be a member of the Congregation.

4.6 Task Groups

Introduction

This section describes the concept of *Task Groups* and the related processes.

Concept

Task Groups carry out a specific ministry for Southminster, and make decisions as applicable to their work.

Members of Task Groups are given liberty and enabled to carry out their ministries without having to be elected by the Congregation.

Task Groups do not have to attend Council or to report to Council. The Ministry personnel may attend meetings.

Oversight

Task Groups are under the oversight of the Council through the relevant Standing Committee (usually the Coordinating Committee), and will normally send one member to attend the meetings of that Standing Committee.

Task Groups may make representations to Council when they believe it is necessary, and will report or present to Council when the Council so requests this as part of its oversight role.

Mandate of Task Groups

Task Groups will have a clearly defined and documented mandate which is approved by the Congregation or the Council.

Organization

Task Groups may organize in whatever manner they choose, and membership is open to anyone meeting the requirements of the Task Group's mandate.

Alignment with the Mission Strategy

In their work, the Task Groups will keep in mind the Missional Vocation of the Congregation, its Identity Statement, and its Five Strengths.

Southminster's Task Groups

The following is the list of the Task Groups existing at Southminster at the time of writing.

Task Group	Description
Catering Committee	Organizes and provides hospitality at a variety of Congregational functions.
Centre 7	Provides sustenance and fellowship for needy members of the local community.
Choir	Provides musical leadership for the Congregation and an opportunity for development of musical talent.
Pastoral Care Network	<ul style="list-style-type: none">Assists the Council in its oversight role for the care of the poor, and the visiting of the sick.

Pastoral Care Network (<i>cont.</i>)	<ul style="list-style-type: none"> Assists the Council in its role of visiting, counselling, and encouraging as may be required, and gives special attention to any who become irregular in attendance at Sunday services or otherwise manifest declining concern for the duties of church membership, and so encourages their return to active participation in the life and work of the Congregation. Assists the Council in its role to ensure support of senior adults in the Congregation. Works with the Ministry Personnel in the pastoral care needs of the Congregation.
Social Group	Provides a meeting place where adults of all ages get together to develop friendships with others in the Church and in the community.

4.7 Subcommittees

Introduction

This section describes the role of *Subcommittees* in the Governance Model.

Concept

Responsibility for the various functions of ministry incumbent upon the Missional Units may be fulfilled through a variety of subcommittees.

Scope

The number, nature, and duties of those subcommittees shall be determined and defined by the individual Missional Units in accordance with the mission strategy of the Congregation.

Members of Subcommittees

The members of subcommittees shall be appointed by the individual Missional Units. The Ministry Personnel may attend meetings.

4.8 Working Groups

Introduction

This section describes the concept of the *Working Group* and the related processes.

Concept

Working Groups provide an opportunity for members to engage in short-term, incremental ministry in the Congregation. Working Groups meet, plan, and execute work within a short timeframe.

Getting Organized

The following process will be used by each Working Group to mobilize and to carry out its ministry.

Each Working Group meets to:

1. Decide on activities and/or a project to explore, related to the Missional Vocation.
2. Decide on an organizational model., e.g. chairing, writing reports.

Reporting

Each Working Group reports monthly to Council, and makes funding requests through the Chair of Council.

Initial Working Groups

The following is a list of the first Working Groups (2008):

- Identity
- Church Community
- Faith Formation
- Faith in Action
- Music
- Sanctuary.

5 Meetings

5.1 Overview

Introduction

This chapter describes the types of meetings that occur at Southminster as part of the governance process, and the related meeting processes.

Congregational Meeting Process

Section 5.2 describes the processes that are used for Congregational Meetings.

Meeting Types

Sections 5.3 and 5.4 deal individually with the following types of Congregational Meetings:

- Annual General Meeting
- Special Congregational Meeting.

Council Meeting Process

Section 5.5 describes the processes that are used for Council meetings.

5.2 Congregational Meetings

Introduction

This section describes the types of Congregational Meetings that occur under the Governance Model, and the related procedures.

Type of Congregational Meetings

The types of Congregational Meetings are:

- Annual General Meeting (AGM)
- Special Congregational Meeting.

Procedure for Calling Congregational Meetings

This is the procedure for calling Congregational Meetings:

Option	Who calls the meeting	Governance rule
(a)	Chair of the Annual General Meeting (AGM)	Understood to be the Chair of the last AGM
(b)	Member of the Order of Ministry	Settled in or appointed to the Congregation
(c)	Designated Lay Minister	Appointed to the Congregation and recognized by the UCC Conference
(d)	Pastoral Charge Supervisor	Either upon personal motion or upon written request (Note 1)
(e)	The Church Council	Written request (Note 1)

(f)	The Finance & Property Committee	Written request (Note 1)
(g)	Ten Members of the Congregation	Written request (Note 1)
(h)	Presbytery or a higher authority (UCC Conference or General Council)	Refer to section 111 and 112 of the <u>UCC Manual</u>

Note 1: The written request is to be provided to any of the individuals identified in (a), (b), (c) or (d). It is incumbent upon the person receiving the written request to provide notice of the meeting to the Congregation within 15 days of receiving the request.

Notice of Congregational Meetings

A meeting notice is required for every meeting of the Congregation. The procedure for providing notice is described in the following table.

<i>If the object of the meeting is ...</i>	<i>Then the notification procedure is ...</i>
<p><u>Scenario A:</u></p> <ul style="list-style-type: none"> To consider making a decision whereby the Congregation requests ending of a pastoral relationship without cause; or To consider any matter dealing with pastoral relationship (excluding Scenario B of this table). 	<ul style="list-style-type: none"> Provide written notice to the Secretary of the Presbytery and the Ministry Personnel settled in or appointed to Southminster so that the Secretary of the Presbytery can promptly inform the Presbytery Pastoral Relations Committee. Read the notice of the meeting during public worship and insert the notice in the printed order of worship of Congregation, on each of the two preceding Sundays on which public worship is held. See Note 1 (below)
<p><u>Scenario B:</u></p> <ul style="list-style-type: none"> To appoint representatives of the Congregation to a Joint Needs Assessment Committee ; or To appoint representatives in full membership of the Congregation to a Joint Search Committee; or 	<ul style="list-style-type: none"> Provide written notice to the Secretary of the Presbytery and the Ministry Personnel settled in or appointed to Southminster so that the Secretary of the Presbytery can promptly inform the Presbytery Pastoral Relations Committee.

<ul style="list-style-type: none"> To receive and act upon a report of the Joint Search Committee 	<ul style="list-style-type: none"> Read the notice of the meeting during public worship and insert the notice in the printed order of worship of Congregation, on each of the two preceding Sundays on which public worship is held. See Note 2 (below)
<p><u>Scenario C:</u></p> <ul style="list-style-type: none"> To elect members of the Council 	<ul style="list-style-type: none"> Read the notice of the meeting during public worship and insert the notice in the printed order of worship of Congregation, on each of the two preceding Sundays on which public worship is held. See Note 1 (below)
<p><u>Scenario D:</u></p> <ul style="list-style-type: none"> To deal with matters referred to in section 9 of the Trusts of Model Deed 	<ul style="list-style-type: none"> The Minister, or person officiating as minister, reads the notice of the meeting from the pulpit by during public worship: and insert the notice in the printed order of worship of the Congregation, on each of the two preceding Sundays on which public worship is held. See Note 1 (below)
<p><u>Scenario E:</u></p> <ul style="list-style-type: none"> To deal with matters not covered by Scenarios A → D. 	<ul style="list-style-type: none"> Read the notice of the meeting during public worship, and insert the notice in the printed order of worship of the Congregation, at least once before the meeting. See Note 2 (below)

Note 1: The earliest time at which the meeting may take place is on the day immediately following the second Sunday at which the notice of meeting was read during public worship.

Note 2: The earliest time at which the meeting may take place is on the day immediately following the public worship at which the notice of meeting was read for the second time.

Chair and Secretary of Congregational Meetings

The Chair and Secretary who preside at Congregational Meetings are as follows.

<i>If the object of the meeting is ...</i>	<i>Then the Chair of the meeting is ...</i>
<ul style="list-style-type: none">• To discuss the pastoral relationship	<ul style="list-style-type: none">• The Convenor of the Presbytery Pastoral Relations Committee or their appointee
<ul style="list-style-type: none">• About Scenarios B → E	<ul style="list-style-type: none">• The Chair who was elected by the Congregation at its last Annual General Meeting.

The Secretary who presides at Congregational Meetings is the person elected by the Congregation as Secretary at its last Annual General Meeting.

The Chair and Secretary of Congregational Meetings will develop the agenda and process for the meeting collaboratively with the representatives related to the purpose for which the meeting has been called (eg. Council, Presbytery, Working Groups, etc.).

Quorum

The quorum for Congregational Meetings is the lesser of 20 persons and one third of the members.

Rules of Order

The rules of order used to govern Congregational Meetings and Council meetings are described in Appendix III of the UCC Manual.

Bourinot's Rules of Order will be applied, in a complementary manner, in situations that are not covered by Appendix III of the UCC Manual.

5.3 Annual General Meeting

Introduction

This section describes the scope and process for the Annual General Meeting (AGM).

Requirements

The UCC Manual requires that the Congregation shall meet annually.

Timing of the AGM

Traditionally, the Southminster AGM is held in the month of February.

Purpose of the AGM

The purpose of the AGM is to:

- Review and approve the Annual Report
- Celebrate the work done by the Missional Units
- Conduct elections
- Transact other business as per the agenda.

Agenda for the AGM

Items of business may be introduced at an AGM, according to the common rules of order, except items referred to in section 112 of the UCC Manual (which would be the subject of special meetings).

Chair and Secretary

The Chair and Secretary who will preside at the AGM are the persons elected as the Chair and Secretary of Congregational Meetings at the AGM.

Calling of the AGM

The procedure of calling the AGM is described in section 5.2 entitled *Congregational Meetings*.

Notice of the AGM

The procedure of providing notice to the Congregation of the AGM is described in section 5.2 entitled *Congregational Meetings*.

5.4 Special Congregational Meetings

Introduction

This section describes the scope and process for Special Congregational Meetings.

Scope and purpose

The purpose of Special Congregational Meetings is to deal with business not covered by the AGM.

Examples of reasons why Special Congregational Meetings would be called are:

- To consider and approve the report of a Joint Needs Assessment Committee (JNAC)
- To consider and approve changes to the Governance Model
- To consider and approve initiatives that impact on the Congregation.

Chair and Secretary

The Chair and Secretary who will preside at the Special Congregational Meetings are the persons elected as the Chair and Secretary of Congregational Meetings at the last AGM.

Calling of Special Congregational Meetings

The procedure of calling Special Congregational meetings is described in section 5.2 entitled *Congregational Meetings*.

Notice of Special Congregational Meetings

The procedure of providing notice to the Congregation of the Special Congregational Meetings is described in section 5.2 entitled *Congregational Meetings*.

5.5 Council Meetings

Introduction

This section describes the procedure for conducting Council meetings.

Meeting Purpose

Regular meetings are held by Council members to coordinate, support, celebrate and oversee the ministry of the Congregation through its Missional Units.

Timing of Council Meetings

The Council meetings will normally be held as late each month as possible to allow time for the various Missional Units to report on their monthly activities.

Calling of Council Meetings

Council meetings are called by one of the following persons.

Option	Who calls the meeting	Governance rule
1)	Chair of Council	Normal procedure
2)	Minister who is settled in or appointed to the Congregation	
3)	Designated Lay Minister appointed to the Congregation and recognized by the UCC Conference	
4)	Pastoral Charge Supervisor	
5)	Presbytery or a higher authority (UCC Conference or General Council)	Upon the request of the higher authority
6)	Upon written request of one third of the members of Council.	See note.

Note: Such meetings shall be held within fourteen days of the presentation of the written request, and only the business named in the notice to members of the Council shall be transacted.

Notice of Council Meetings

Notice of Council meetings will be provided in one of the following ways:

- By inserting the notice in the order of worship of the Congregation (usual scenario)
- By reading the notice during public worship of the Congregation
- By written request to the members of Council and the Congregation.

Council Meeting Procedure

The following are the procedures used by Council to plan and conduct their meetings.

<i>Topic</i>	<i>What happens</i>	<i>Responsible</i>
1. Planning prior to meeting	<ul style="list-style-type: none"> Collect agenda items from Council members Include in the agenda items carried forward from the last meeting.	<ul style="list-style-type: none"> Consultation of Chair, Secretary, Minister Council members consulted as appropriate
2. Call to order	Declare: <ul style="list-style-type: none"> Meeting is in session Meeting is duly called Meeting is duly constituted (including a quorum) Remind Council of: <ul style="list-style-type: none"> Congregation's Identity Statement, Missional Vocation Statement 	<ul style="list-style-type: none"> Chair, Secretary or Ministry Personnel
3. Enabling Motions	Motions as needed to: <ul style="list-style-type: none"> Appoint Chair and/or Secretary if absent Approve minutes and agenda Approve items not normally part of the agenda such as reports and presentations 	<ul style="list-style-type: none"> Council members
4. Faith Sharing	<ul style="list-style-type: none"> Conversations with Council members about faith life either generally or around a specific topic related to major work of the meeting 	<ul style="list-style-type: none"> Ministry Personnel
5. Biblical Reflection	<ul style="list-style-type: none"> Conversation and theological reflection with Council members on a passage of Scripture chosen from a lectionary of readings or specific to major work of the meeting 	<ul style="list-style-type: none"> Ministry Personnel
6. Missional Unit Reports	<ul style="list-style-type: none"> Reports from each Missional Unit represented on Council 	<ul style="list-style-type: none"> Missional Unit representatives

7. Council Specific Topics	Discuss each of the following topics: <ul style="list-style-type: none"> • Leadership Development & Eldership Formation • Stewardship • Pastoral Care, including care for the poor, visiting the sick, support of senior adults • Oversight tasks of the Council • Representations to Council from Task Groups, Ad Hoc Committees, groups and individuals who do not normally report to Council 	<ul style="list-style-type: none"> • Council Members
8. Closing Business	<ul style="list-style-type: none"> • Reminder about next regular Council meeting and any upcoming meetings of the Committee of the Whole • Motion to adjourn 	<ul style="list-style-type: none"> • Council Members

Quorum for Council Meetings

The quorum requirement for Council meetings includes both lay persons who are members of Council, and Ministry Personnel.

<i>If the participant is ...</i>	<i>Then the quorum requirement is ...</i>
<ul style="list-style-type: none"> • Ministry Personnel 	One of the following: <ul style="list-style-type: none"> • Minister who has been settled in or appointed to the Congregation • Designated Lay Minister who has been appointed to the Congregation and recognized by the Conference • Pastoral Charge Supervisor • An appointee of the Presbytery.
<ul style="list-style-type: none"> • Lay person who is a Council member 	One third of the total number of Council members who could be present.

6 Elections

6.1 Overview

Introduction

This Chapter describes the requirements and processes for elections at Southminster.

Requirement for Elections

Section 6.2 describes the requirements for and timing of elections.

Nomination Process and Eligibility

Section 6.3 describes the nomination process, and eligibility of candidates for elections by the Congregation, Council and the Missional Units.

6.2 Requirements for Elections

Introduction

This section describes the requirements for and timing of elections at Southminster.

Rationale

The UCC Manual requires that:

- Members of most Missional Units be elected by the Congregation.
- Council membership consists of persons selected from pertinent Missional Units.
 - Any other Council members from the Congregation are to be elected by the Congregation.
- The Chair and Secretary of the Congregational Meetings be elected by the Congregation.

Southminster's Approach

The Congregation will elect a Council Chair, Council Secretary, Congregational Treasurer, members of Standing Committees and the Board of Trustees.

Members of Task Groups and Working Groups do not have to be elected. Task Groups will be represented on Council by the appropriate Standing Committee (usually the Coordinating Committee).

Term of Office

The term of office will be one year, starting at the March Council meeting following the AGM, except for:

- Members of the Board of Trustees.

The term of office for members of the Board of Trustees is six years. The terms of members shall be staggered, with one member retiring each year.

Elections by the Congregation

The Congregation shall elect:

- Chair and Secretary of Council
- Congregational Treasurer
- Presbytery Representatives, according to the number established by Presbytery
- The Chair and Secretary of the Congregational Meetings
- Members of the Board of Trustees
- Members of the following Missional Units:
 - Standing Committees
 - Temporary Committees (i.e. representatives from Southminster)
 - Ad Hoc Committees.

Elections by the Missional Units

Each Standing Committee and Department shall elect:

- A representative who will serve on Council.

Each Committee shall elect:

- A Chair who will preside at and facilitate meetings of the Missional Unit
- A recording secretary who will perform note-taking duties at meetings of the Missional Unit and prepare minutes on behalf of the Missional Unit.

Timing of Elections

Elections will occur according to the following timetable:

<i>If the object of the election is</i> ...	<i>Then the election will occur at</i> ...
<ul style="list-style-type: none">• To elect members of Standing Committees and Departments	<ul style="list-style-type: none">• The Annual General Meeting
<ul style="list-style-type: none">• To elect the Chair and Secretary of Council and Congregational Treasurer	<ul style="list-style-type: none">• The Annual General Meeting
<ul style="list-style-type: none">• To elect the Representatives to Presbytery	<ul style="list-style-type: none">• The Annual General Meeting
<ul style="list-style-type: none">• To elect the Chair and Secretary of Congregational Meetings	<ul style="list-style-type: none">• The Annual General Meeting
<ul style="list-style-type: none">• To elect a representative to Council from each of the Standing Committees and Departments	<ul style="list-style-type: none">• The first meeting of each Committee and Department after the Annual General Meeting
<ul style="list-style-type: none">• To elect a Chair and Secretary for each Committee	<ul style="list-style-type: none">• The first meeting of each Committee after the Annual General Meeting

Voting Privileges

The following individuals can vote at Congregational Meetings:

- Any person in full membership whose name is on the roll of the Congregation
- Subject to the consent of those assembled at the Congregational Meeting, any *adherent* who contributes regularly to the support of the Congregation may vote on Temporal Matters.

6.3 Nomination Process and Eligibility

Introduction

This section describes the nomination process, and eligibility of candidates for elections by the Congregation, Council and Missional Units.

Making Nominations

Nominations will be made in three ways:

1. Each pertinent Missional Unit may present nominations to the Congregation
2. The Council, deciding collectively, may present nominations to the Congregation
3. Nominations from the floor may be made at Congregational Meetings.

Eligible Candidates for the Chair of Council, Secretary of Council and Congregational Treasurer

Candidates who are eligible for nomination for these positions are:

- Members of the Congregation

Eligible Candidates for the Chair and Secretary of Congregational Meetings

Candidates who are eligible for nomination as the Chair and Secretary who preside at Congregational Meetings are:

- Members of the Congregation
- Members of the Order of Ministry settled in the Congregation
- The Pastoral Charge Supervisor.

Eligible Candidates for Missional Units

Candidates who are eligible for nomination for election by the Congregation to pertinent Missional Units include:

- Members of the Congregation
- Adherents.

Eligible Candidates for Council

Candidates must be members of the Congregation to be eligible for nomination for election to Council:

- Whether elected by Missional Units, as their representatives on Council, or
- If elected by the Congregation to serve on Council in some other capacity.

Eligible Candidates for Presbytery Representation

Candidates must be members of the Congregation to be eligible for nomination for election by Council as Presbytery Representatives.

6.4 Conflict Resolution: Recommended Process

In keeping with Southminster's Missional Vocation, the Scripture, and the UCC Manual, the following guidelines are recommended for the resolution of differences between and among individuals, committees, groups, and/or staff of Southminster Church:

Step 1: Those parties directly involved in the conflict first attempt a one-on-one meeting to achieve a better understanding of the problem and agree on a solution.

Step 2: Where Step 1 is unsuccessful or perceived as too threatening by those involved, a mutually agreed upon third person intervention is requested.

Suggestions for the third person(s) could be provided by the Council Chair or Ministry Personnel.

Step 3: If informal resolution/reconciliation is not achieved, a formal complaint should be made in writing to Council, and a formal meeting with the relevant parties should be arranged, involving at least two Council members, and possibly a representative from Presbytery.

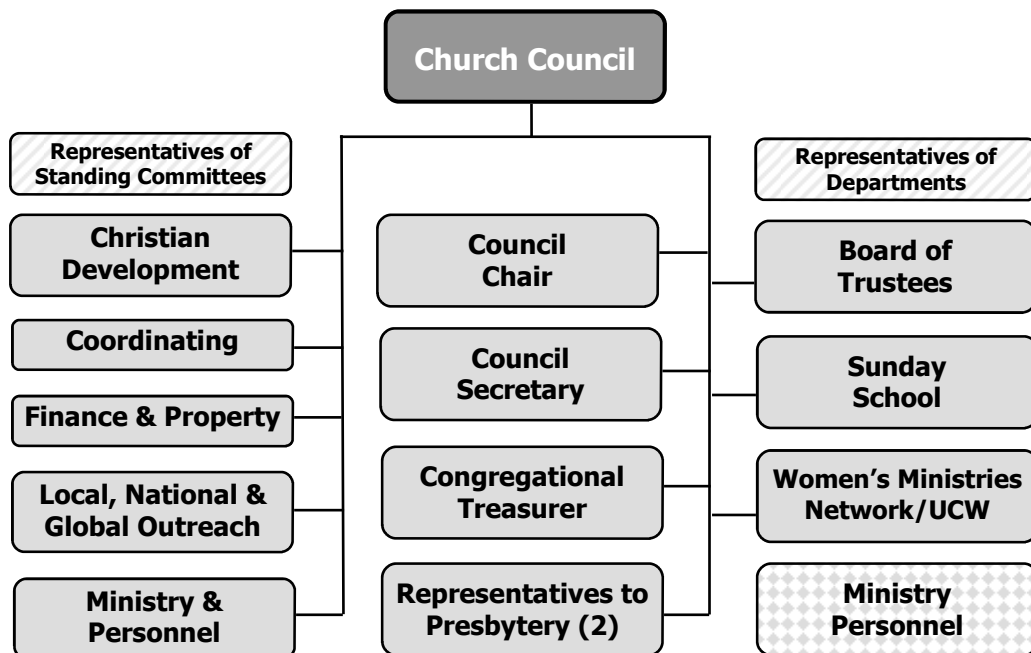
Step 4: If hurtful or damaging behaviour continues, a formal referral of the dispute to Presbytery may possibly be made.

Note: It is never acceptable to broadcast complaints or hurtful criticisms towards individuals or groups by e-mail, widely disseminated correspondence, or in public meetings (e.g. Council or Congregational meetings).

Prayer is always helpful, and should be integrated into encounters.

7 Appendices

7.1 Council Structure and Membership



7.2 Five Strengths

Southminster's Five Strengths have been identified to be:

<i>Strength</i>	<i>'Provocative Proposal' Description</i>
Church Community	Southminster is a welcoming church community offering a sense of shared values and mutual caring to all. We respond to the changing needs of our growing and vibrant family. We offer pastoral care and a welcome into the life of the Church to newcomers, and we are reaching out to meet the needs of other groups in the community. We celebrate our expanding and diverse community, and the opportunities to enrich our lives and relationship with God.

Faith Formation	We are a congregation built on a strong foundation of God’s presence. Our children, youth, and adults affirm their spirituality through learning and by being involved with each other. A supportive congregation provides the opportunity for each person to take ownership of his or her faith development. Connection is made with other faith groups in the area, to establish new relationships. We are a congregation that reflects a diversity of faith in which we live. This congregation is learning dialogue skills to innovate and explore our spirituality. We are not afraid to take risks in exploring different faith formation programs.
Faith in Action	We are a congregation rooted in faith for modern times that finds expression in action – within the congregation, in community outreach, and in the wider world. This takes a variety of forms, including: <ul style="list-style-type: none"> • Joint action in association with other congregations • Accommodation of outside groups drawn from all denominations, or none, in our building • Meeting the need for pastoral care.
Sanctuary	We are a tangible spiritual presence and a beacon of faith in Old Ottawa South. We have a unique and beautiful church built with great faith and vision – our rock and cornerstone. We have strong ties with Carleton University and other community groups. We follow up with those who come to us by virtue of our beautiful sanctuary and find ways to sustain the relationship because we recognize the importance of continuity, rites of passage, and family histories of our church. We use the sanctuary in different ways to explore new worship experiences. We acknowledge the need to cultivate church leaders in our midst to sustain our desired relationships. As in the past, we are willing to take a leap of faith to sustain a place that serves and meets the needs of our community.
Music	The people of Southminster appreciate the value of music, which is closely associated with the soul. Music moves us as individuals, opening the heart to spiritual growth, while it strengthens our community in Christian worship and outreach. Particularly at special times -- whether Christian festivals

<p>Music (<i>cont.</i>)</p>	<p>(Christmas, Easter) or sacramental occasions (weddings, baptisms) -- music inspires and stimulates us as we gather across the generations to celebrate our spiritual life together. The participation of the congregation in our music is growing, to the enhancement of our worship atmosphere, and of our spiritual life as a whole. To enrich our musical experience, we are drawing on diversity -- from our own traditions, and increasingly from the traditions of others with whom we are collaborating. This calls us to examine and enhance the breadth of our musical activity, and to expand the creative use of our sacred space -- including changes to facilitate new forms of musical expression -- as we re-imagine worship and outreach.</p>
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7.3 Glossary

Ad Hoc Committee: a body established by the Congregation to carry out a specific short-term task.

Collectivity: a group or community of people bound together by common beliefs or interests.

Committee of the Whole: all of the members of Council meeting as a committee under a chair other than the regular Council Chair. Its purpose is to facilitate discussion by using less strict rules than those in a formal Council meeting.

Court: an established UCC body which has both deliberative and decision-making powers (subject to certain appeal provisions); i.e. a level of governance structure within the UCC -- the Church Council, Presbytery, Conference, and General Council.

Department: a body within the church which is designated as such by the United Church of Canada Manual, e.g. Sunday School.

Elder: elected member of Southminster's Council.

Elder Formation: training of Council members to enhance their capacities for carrying out their spiritual and temporal responsibilities.

Evangelism: at Southminster: "telling the good things God is doing" and "being good angels".

Leadership Development: encouraging and training of congregational participants to take on responsibilities on behalf of the church community.

Missional Unit: a distinct body within the church, whose activities contribute to Southminster achieving its Missional Vocation.

Oversight: managerial or supervisory responsibility.

Provocative Proposal: a statement of intent written as if it were now in effect. (It is used in the evaluative process called 'Appreciative Inquiry'.)

Standing Committee: a body within the church having an ongoing mandate and well-defined function(s).

Stewardship: a spiritual practice in which we regularly give of our time, abilities, energy and resources so that we are effectively using the gifts God has given us, to do the work God is calling us to do. How we steward our personal lives, our gifts and our ministry has a fundamental impact on the life, mission and future of the church.

Task Group: a body which carries out a specific ongoing administrative function.

Temporary Committee: a joint committee with Presbytery, having a specific mandate and task(s).

Working Group: a body set up to encourage short-term service and modest initiatives on a specific theme related to the Missional Vocation, within a brief time horizon.

7.4 Missional Church

Eight patterns of missional faithfulness, as summarized from Treasure in Clay Jars – Patterns in Missional Faithfulness, edited by Lois Y. Barrett (Erdmann's, 2004). The summary is by Rev. Dr. Edwin Searcy of University Hill Congregation, Vancouver. Taken from Seasons of the Spirit, "Congregational Life," Lent, Easter, 2007. Used with permission.

PATTERN 1: missional vocation

The congregation is discovering together the missional vocation of the community. It is beginning to redefine "success" and "vitality" in terms of faithfulness to God's calling and sending. It is seeking to discern God's specific missional vocation ("charisms" – gifts) for the entire community and for all of its members.

PATTERN 2: Biblical formation and discipleship

The missional church is a community in which all members are involved in learning what it means to be disciples of Jesus. The Bible is normative in this Church's life. Biblical formation and discipling are essential for the congregation.

PATTERN 3: taking risks as a contrast community

The missional church is learning to take risks for the sake of the gospel. It understands itself as different from the world because of its participation in the

life, death and resurrection of Christ. It is raising questions, often threatening ones, about the church's cultural captivity, and it is grappling with the ethical and structural implications of its missional vocation. It is learning to deal with internal and external resistance.

PATTERN 4: practices that demonstrate God's intent for the world
The pattern of the church's life as community is a demonstration of what God intends for the life of the whole world. The practices of the church embody mutual care, reconciliation, loving accountability, and hospitality. A missional church is indicated by how Christians behave toward one another.

PATTERN 5: worship as public witness
Worship is the central act by which the community celebrates with joy and thanksgiving both God's presence and God's promised future. Flowing out of its worship, the community has a vital public witness.

PATTERN 6: dependence on the Holy Spirit
The missional community confesses its dependence upon the Holy Spirit, shown in particular in its practices of corporate prayer.

PATTERN 7: pointing toward the reign of God
The missional church understands its calling as witness to the gospel of the in-breaking reign of God, and strives to be an instrument, agent, and sign of that reign. As it makes its witness through its identity, activity, and communication, it is keenly aware of the provisional character of all that it is and does. It points towards the reign of God that God will certainly bring about, but knows that its own response is incomplete, and that its own conversion is a continuing necessity.

PATTERN 8: missional authority
The Holy Spirit gives the missional church a community of persons who, in a variety of ways and with a diversity of functional roles and titles, together practise the missional authority that cultivates within the community the discernment of missional vocation, and are intentional about the practices that embed that vocation in the community's life.

7.5 United Church Principles of Faith Formation & Christian Education

The Congregation shall have the responsibility to establish a Committee, task group, or other form of mandated assignment suitable to the structure of the Congregation and accountable to the Council, for the purpose of addressing the faith formation and Christian education needs of the Congregation, within United Church recommended guidelines and principles that include the following:

- i. dynamic life-long learning;
- ii. growth in a transforming relationship with God;
- iii. active engagement with the Christian story, past and present, and the formation of new stories of "God with us";

- iv. intentional reflection upon God's presence in creation, and working in partnership with God to reconcile and make new;
- v. discovery and celebration of gifts;
- vi. equipping persons for tasks that are holistic and justice-seeking;
- vii. formation of community relationships that are mutual, holistic, justice-seeking, and cross-generational;
- viii. engagement in endeavours that are mutual, holistic, and justice-seeking; and
- ix. an invitation for persons of all ages and stages to explore and grow in their relationship with God as revealed through Jesus Christ, with the community of faith, and with the world.

7.6 Mission Statement of Southminster United Church (1992)

We come together in the name of Jesus, guided by the Holy Spirit, to worship and praise God. to grow in love, and to care for God's whole creation.

Most expressly, we seek:

- To encourage spiritual growth through: public worship, prayer, preaching, music, studying scripture, teaching our faith to the young, and nurturing all persons under our care
- To care for one another, and to welcome all persons and help them to participate and give leadership in the worship, the ministry and the activities of our church
- To exercise stewardship of all God's gifts
- To work for justice, peace and reconciliation, and especially to stand with those of God's children who are on the margins of society
- To engage actively in the life and outreach of the United Church of Canada
- To cooperate with other denominations of the worldwide Church of Christ, and with different faith communities
- To live Christian lives, and to bear witness in a pluralistic and increasingly secular society.

Thus, as the people of Southminster United Church, we share our faith, hope, talents and resources with our community, country and world.

7.7 Cross-references between Governance Model and UCC Manual 2007

7.7.1 Cross-references from Governance Model to UCC Manual

<i>SUC Model Section</i>	<i>Heading – Sub-heading</i>	<i>UCC Manual Paragraph</i>
1.1	Overview	138
1.2	Socio-cultural Context	103
2	Missional Vocation	139
2.1	Mission Strategy	137
3.3	Building Blocks	135, 215, 216, 279
3.3	Building Blocks – Council	219, 221, 222, 223, 294
4.3	Council – Council as a Collectivity; Eldership	130, 131, 132, 134, 135, 136
4.3	Council – Oversight Duties	154, 223
4.3.1	Spiritual Oversight	133, 135, 153, 223
4.3.2	Temporal Oversight	184
4.3.3	Stewardship Duties – Membership of the Stewardship Committee of the Whole	187, 190, 227, 245
4.3.4	Leadership Development & Elder Formation Duties	224, 242
4.4	Committees	216, 217, 228
4.4.1	Christian Development Committee	224, 228, 242
4.4.2	Coordinating Committee	217, 228
4.4.3	Finance & Property Committee	161, 162, 164, 165, 166, 167, 168, 169, 170, 217, 228
4.4.4	Local, National, and Global Outreach Committee	217, 228
4.4.5	Ministry & Personnel Committee	226, 228, 244
4.5	Departments	216
4.5.1	Sunday School	183, 242
4.5.2	Board of Trustees	117, 222, 250-267, 271, 272
4.5.3	Women’s Ministries Network – Representation on Council	290, 293, 294, 295
4.7	Subcommittees	216, 222
4.8	Working Groups	216, 279
5.2	Congregational Meetings – Procedure for Calling	111
5.2	Congregational Meetings – Notice	112
5.3	AGM – Timing	110
5.3	AGM – Purpose	114
5.3	AGM – Agenda	114

<i>SUC Model Section</i>	<i>Heading – Sub-heading</i>	<i>UCC Manual Paragraph</i>
5.3	AGM – Chair and Secretary	115, 116
5.5	Council Meetings – Timing	141, 181
5.5	Council Meetings – Calling	142, 182
5.5	Council Meetings – Notice	143
5.5	Council Meetings – Quorum	218
6	Elections	148
6.2	Requirements for Elections – Timing	110
6.2	Requirements for Elections – Voting Privileges	113
6.2	Requirements for Elections – Term of Office	136, 150
6.2	Requirements for Elections by the Congregation	185, 186, 217, 228
6.3	Nomination Process and Eligibility	117, 146
7.4	Missional Church – Pattern 8	135

7.7.2 Cross-references from UCC Manual to Governance Model

<i>UCC Manual Paragraph</i>	<i>SUC Model Section</i>	<i>Heading – Sub-heading</i>
103	1.2	Socio-cultural Context – Rationale
110	5.3	AGM – Timing
110	6.2	Requirements for Elections – Timing
111	5.2	Congregational Meetings – Procedure for Calling
112	5.2	Congregational Meetings – Notice
113	6.2	Requirements for Elections – Voting Privileges
114	5.3	AGM – Purpose
114	5.3	AGM – Agenda
115, 116	5.3	AGM – Chair and Secretary
117	4.5.2	Board of Trustees – Nominations
117	6.3	Nomination Process and Eligibility
131	4.3	Council – Council as a Collectivity
133	4.3.1	Spiritual Oversight
134	4.3	Council – Elders as UCC Members
135	7.4	Missional Church – Pattern 8
136	6.2	Requirements for Elections – Term of Office
137	1.2	Socio-cultural Context
138	1.1	Overview
139	2	Missional Vocation
140 - see 215		
141	5.5	Council Meetings – Timing
142	5.5	Council Meetings – Calling
143	5.5	Council Meetings – Notice

<i>UCC Manual Paragraph</i>	<i>SUC Model Section</i>	<i>Heading – Sub-heading</i>
144 - see 218		
145 - see 219		
146	6.3	Nomination Process and Eligibility
147		
148	6	Elections
149		
150	6.2	Requirements for Elections – Term of Office
151		
152		
153	4.3.1	Spiritual Oversight
154	4.3	Council – Oversight Duties
158	4.3.4	Leadership Development & Elder Formation Duties
158	4.5.1	Sunday School
159	4.4	Committees
159	4.8	Working Groups
160	4.4.3	Finance & Property Committee
161, 162, 164	4.4.3	Membership of the Finance & Property Committee
163		
165, 166, 167	4.4.3	Duties of the Finance & Property Committee
168, 169, 170	4.4.3	Structure of the Finance & Property Committee
171	4.4.3	Duties of the Finance & Property Committee
180 - see 215		
181	5.6	Council Meetings – Timing
182	5.6	Council Meetings – Calling
182.1 - see 218		
183 - see 219		
183.1		
184	4.3.2	Temporal Oversight
185, 186	6.2	Requirements for Election – Election of Officers
187	4.3.3	Stewardship Duties – Membership of the Stewardship Committee of the Whole
188		
189	4.4.5	Ministry & Personnel Committee
190	4.3.3	Stewardship Duties – Membership of the Stewardship Committee of the Whole
191	4.4	Committees
215	3.3	Building Blocks
216	4.4, 4.5	Committees & Departments
217	6.2	Requirements for Elections – Elections by the Congregation
218	5.5	Council Meetings – Quorum
219	3.3	Building Blocks – Council

<i>UCC Manual Paragraph</i>	<i>SUC Model Section</i>	<i>Heading – Sub-heading</i>
220		
221 - also see 153, 154, 155, 165, 166, 167, 184	4.3	Council – Duties
222 - also see 153, 154, 155, 165, 166, 167, 184	4.3	Council – Duties
223 - also see 153, 154, 155, 165, 166, 167, 184	4.3	Council – Duties
224	4.3.4	Leadership Development & Elder Formation Duties
224	4.4.1	Christian Development Committee
225		
226	4.4.5	Ministry & Personnel Committee
227	4.3.3	Stewardship Duties – Membership of the Stewardship Committee of the Whole
228	6.2	Requirements for Elections – Elections by the Congregation
242	4.4.1	Christian Development Committee
242	4.5.1	Sunday School
244	4.4.5	Ministry & Personnel Committee
250-264	4.5.2	Board of Trustees