

# EAST CENTRAL ONTARIO REGIONAL COUNCIL CONGREGATIONAL GOVERNANCE MODELS

A Handbook for Congregations

East Central Ontario Regional Council  
2026



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# East Central Ontario Region (ECOR) Governance Handbook for Congregations and Pastoral Charges

## Introduction

Welcome to your East Central Ontario Region's (ECOR) Handbook for governance of communities of faith that are Congregations or Pastoral Charges. This handbook is meant to assist you in designing a model for governance for your congregation and/or pastoral charge that fits your evolving realities, your slate of volunteers and your ministry goals. All references to **The Manual** are to **The Manual 2026**.

***The Manual** requires a congregation or pastoral charge to have a governing body. It must decide on a governance model for the congregation charge, elect members of the governing body, and seek regional council approval. (**The Manual** B.7.1)*

## Governance and Governance Structures

**It is important to understand how governance helps organizations move toward living out their ministry goals. The Manual, Section B.2.1.7 states simply and clearly, "The governance structure must free people to live out their commitment to God and to each other." Research has shown that organizations with a weakly or poorly defined and poorly communicated and/or understood governance structure suffer from distrust, anxiety, and lack of vision. Any decision made is challenged, motives are questioned, distrust runs rampant (often underground), people feel their voices aren't heard, anxiety rules. Organizations that have a clearly defined and understood structure easily make decisions that support their defining vision. Having a well-defined structure does not eliminate all the issues arising in human interactions but does provides a framework in which to work through them.**

Some of the primary challenges for governing bodies of congregations are the following:

1. lack of clarity of Purpose/Aim and vision;
2. inherited structure that no longer works, burning out volunteers;
3. lack of clarity of the structure;
4. lack of clarity of roles;
5. poor communication;
6. self-interest or interest in a represented group;
7. Personal agendas (this can be purely personal or also is seen when people on the “Board” represent a certain ministry group and therefore push the agenda for recognition or funds.)
8. lack of effectively integrating governing body members and chairs of committees; and
9. Lack of understanding of the community context, which includes the history of the congregation, its present makeup, but most importantly the neighbourhood in which the church finds itself witnessing.

Healthy governance can exist only when there are both healthy leaders and a willingness to be governed.

**Two critical areas of governance are strategic and operational.**

**Strategic** is reflecting upon the purpose, vision, and goals for the Community of Faith (CoF)/Pastoral Charge along with creating the mandates for all the committees, including the governing body itself, and assigning a budget to the mandated work. It is about direction setting and goal setting and looking at the interests of the whole, not representing individual needs or desires of a single committee.

**Operational** is the realm of ensuring the work gets completed and ensuring the mandates are being followed and budgets are respected.

Whatever governance structure is in place should ensure both strategic and operational functions are in place and work together. The governing body does not need to approve the work or new endeavours of the committee/team.

Rather, the governing body would regularly monitor the work to make sure the committees/teams are within the mandate and budget approved for them. This governing body helps to determine the “how” and is guided by the question of “how will we achieve our purpose within the limits of the resources at our disposal”.

## Requirements

### Structural Requirements

CoF's may find that in designing its structure, it is helpful to look at the minimum requirements.

**The Manual** Section B.7.2.1 requires the governing body structure to:

- a. fulfill all the responsibilities of a governing body defined in the by-laws of **The Manual** (See Appendix A.);
- b. fulfill the membership and other requirements for a governing body in the by-laws of **The Manual**;
- c. be approved by the congregation or pastoral charge; and
- d. be approved by the regional council.

### Governing Body Membership

- a. Ministry Personnel (OM, DM, DLM) or PCS: has all the rights and privileges as any member of the governing body (B7.6.B) They can Chair and (unless chairing) make motions and vote.. It is the policy of ECOR that Ministry Personnel serve as the Chair of the governing body only in the event that the position becomes vacant unexpectedly. In that case, the Ministry Personnel, if willing, should chair the governing body for only a short period of time (approximately three months) to allow time for the congregation to elect a new chair of its governing body. If the Ministry Personnel is unable or unwilling for whatever reason to serve in that capacity, then ECORC should be contacted.
- b. Chair – Elected by the congregation (B.7.6.1): has all the rights and privileges as any member of the governing body. They can make motions, and vote (usually to break a tie).
- c. Secretary – (B.7.6.2.a)) The governing body is responsible for electing a secretary. This person must be a member of the governing body
- d. Treasurer – (B.7.6.3.a)) The governing body is responsible for electing
  - i. a treasurer for the pastoral charge. This person must be a member of the governing body; and

- ii. a treasurer for the Mission & Service fund and other funds for the mission of the wider church.

The same person may serve as treasurer of both.

- e. Members of the Governing Body (B.7.1.b)

### **Annual Meeting Requirements**

Let's begin by clarifying the needs of the Annual Meetings since the roles are often confused with the governing body. Required at annual meetings are:

- a. Chair – elected by congregation
- b. Secretary - elected by the congregation
- c. Ministry Personnel or a representative from the Regional Council (new as of GC 44)

The Chair of the Annual Meeting (sometimes referred to as the Chair of the Congregation) and the Secretary are elected by congregation and serve the full year. The same person may be elected as the chair of the governing body, but there is no requirement that the same person fill the two positions

### **Governing Body Requirements**

A practice of some CoF's is for the congregation to elect the Secretary and Treasurer of the Governing Body; however, The Manual requirement is that the Governing Body elect its Secretary and Treasurer and Mission & Service Treasurer. (B.7.6.2 a and B.76.3a &b)

### **Responsibilities of the Governing Body**

Appendix A identifies the responsibilities of the governing body as listed in **The Manual 2026**. This listing is provided in a checklist form to aid in ensuring the governance structure meets all requirements of **The Manual**.

### **Organization of the Governing Body and Its Executive**

A congregation or pastoral charge may establish an **executive** of the governing body. The executive must fulfill the responsibilities that the governing body assigns to it. (B.7.5.1) East Central Ontario Regional Council (ECORC) policy is that decisions made by the governing body or its executive may not be overturned by the Congregation. The governing body may not overturn decisions made by its executive.

## Required Committees of the Governing Body

The CoF and its governing body may fulfill their responsibilities with the help of committees, task groups, steering, groups, teams, commissions, and other bodies. **The Manual** Section B.7.8 uses the term “committees” to include all of these bodies. This handbook follows that practice.

The CoF is responsible for deciding

- a. the number and size of committees;
- b. qualifications for election to each committee; and
- c. the responsibilities assigned to each committee other than the Ministry and Personnel Committee.

The only mandatory committee is a Ministry and Personnel Committee; however, the CoF must assign the following areas of work to committees or do the work in another way. **B.7.8.6**

- a. **Christian education:** Meeting the faith formation and Christian education needs of the congregation or pastoral charge.
- b. **Manse:**
  - i) Maintaining the manse and equipment; and
  - ii) ensuring the manse is suitable accommodation for the ministry personnel.
- c. **Stewardship:**
  - i) Educating the congregation or pastoral charge on the mission of the United Church, both locally and in the wider church; educating the congregation or pastoral charge on the funds needed for this mission and how they will be used;
  - ii) encouraging commitment and participation from the congregation or pastoral charge in this mission; and
  - iii) reviewing regularly the balance of funds given for local purposes and funds given for the Mission & Service fund.
- d. **Nominations:** Recommending people who are eligible, suitable, and willing to serve in positions in the congregation or pastoral charge.

***(Please note that a Board of Trustees is also required and is addressed later in this document.)***

The CoF is responsible for electing the members of the committees. It may also choose the members in any other way that it decides. (***The Manual Section B.7.8.3***).

All **ministry personnel** called or appointed to a pastoral charge are automatically members of all committees of the congregation or pastoral charge, with three exceptions. They may not be members of a Search Committee; the Ministry and Personnel Committee; and a Nominations Committee. **The Manual Section B.7.8.4**)

### **Accountability**

All organizations and groups in the congregation or pastoral charge are accountable to the governing body. (***The Manual, Section B.7.9.1***) The governing body is responsible for approving new organizations and groups in the congregation or pastoral charge. (***The Manual, Section B.7.9.2***)

### **Ministry and Personnel Committee**

All CoF's must have a committee or other body that fulfills the responsibilities of ***The Manual 2024, Section B.7.8.5 a-h***. For ease of reference, this section of **The Manual** is reprinted at Appendix B. Two handbooks available on The UCC website are available to M&P committees: [Ministry and Personnel Committees: Policy, Procedures, Practices](#), and its companion document, [Resources for Ministry and Personnel Committees](#). A companion to with further detail and guidance for M&P Committees.

Ideally, the M&P committee membership is made up of between 3-7 people.

### **Election of Regional Council Representatives**

The community of faith is responsible for electing representatives of the community of faith to the regional council. Representatives must be members of the community of faith. The number of representatives depends on the size of the community of faith: B.2.1.6

## Trustees

**The Manual G.3.1** requires every congregation to have a board of Trustees. The Trustees must be appointed at a congregational meeting. (**The Manual Section G 3.3.1**)

*There are specific notice requirements for a congregational meeting to appoint trustees. See Community of Faith B.5.4.2 b.*

The CoF is responsible for setting the term of office for trustees. (The Manual Section 3.3.5). ECORC recommends all terms of office for trustees be for one year.

**Though many CoF's require a Trustee be on its governing body, there is no Manual requirement for such representation.** The Trustee Handbook states:

*"It is up to the congregation to decide how the board of trustees relates to the congregation's governing body and committees as part of its governance structure."* The Trustee Handbook identifies two possible relationships of trustees to the governing body:

- a. Option 1 Have trustee representative on the congregation's governing body as a member with voting rights or a corresponding member.
- b. Option 2 Have a trustee representative on committees, such as the stewards, finance, property, or manse committee "

A third option is to have trustee representation in a combination of Options 1 and 2.

ECORC recommends the third option.

## Property Matters

The governing body gives orders and directions to the trustees on property matters. (B.7.4.6)

Trustees must comply with all lawful decisions about congregational property made by the governing body of their congregation and the regional council (G.3.4.2)

## **Multi-point Pastoral Charges**

The responsibilities are the same for multi-point pastoral charges as for a single congregation. If a pastoral charge has more than one congregation, the congregations and the regional council decide how the responsibilities and governance requirements for the community of faith are divided among the congregations and the pastoral charge as a whole. (B.4.2.)

Some multi-point pastoral charges choose to have separate governing bodies with an additional Pastoral Charge Board assigned responsibility for areas such as worship planning, M&P, and pastoral charge personnel costs.

A pastoral charge with two or more congregations may, in addition to the board of trustees for each congregation, have a board of trustees for the pastoral charge.

The same requirements apply to both types of boards of trustees, with one change. For a pastoral charge board of trustees, the pastoral charge fulfills the responsibilities given to the congregation.

## **Steps in the Process**

### **Designing and Documenting the Structure**

All models of how congregations make decisions together seek to bring order out of the sometimes chaos that is living in a faith community. What model of congregational governance is appropriate for a congregation at a particular time is determined by the congregation's goals, history, culture, and community. Congregational size also plays an important role, in that the larger a congregation grows, the more pressing its need to have a body focusing on discerning the congregation's identity, culture, vision, and purpose.

A Community of Faith's ministry goals are shaped by its mission statement. Do you know what your mission statement says? If not, do you know where to find it, and when was it adopted?

Once each member of your governance team has a working copy of your mission statement, ask another question: Is the mission statement still relevant and actionable? *You may find that it needs some tweaking. Remember that your statement of ministry goals is a living document and should be reviewed and adjusted regularly. This is one of the stewardship best practices.*

Work with what you have and put the task of an amended mission statement on a “to-do” list and do it after the governance has been crafted.

Your purpose becomes the standard by which you determine how to govern yourselves and evaluate your ministry.

Appendix C provides several models for CoF’s to consider. They are intended to provide CoF’s a starting point to design a structure that meets their needs and the requirements of **The Manual**.

A critical consideration in each of the Governance Models is that the purpose, vision, and goals for the congregation are clearly defined and are the basis on which decisions about spending and programs are based.

A secondary, but also very important consideration, is that the mandates of committees or teams and the functions of each position (paid or lay) are clearly defined. This can be as extensive as Policy Governance or incorporated into a Constitution that clarifies the mandates of committees/teams or people’s position in a less formal way.

### **Approving the Governance Structure**

Two levels of approval are required: One by the congregation and one by ECORC. You’ve decided on a governance model and the Regional Council has approved it. What do you do next?

### **Choosing Your Leadership**

Choosing your leadership is not so much a matter of “two feet and a heartbeat,” but a seeking of individuals who are passionate about the work and have the gifts, skills and call to participate in a particular facet of congregational life. Be creative in finding ways to appropriately encourage

those who have or who are willing to obtain needed knowledge and/or skills to contribute to your congregational life. A typical “nominating committee” might be formed. A “jobs fair” might alert people to the need and entice them to offer their skills. A small congregation might have a gathering of its members to have a “heart-to-heart” discussion of how they each can participate in leadership roles. An original play or skit might appeal to some.

### **Covenanting With the Leadership and One Another**

It is important to covenant with those who serve as leaders. This should be done in a worship setting. Part of the covenant with leaders should include an agreement as to how they will handle moments of stress. “Holy Manners” is a document prepared by The United Church of Canada and is included as Appendix D to this document. All communities of faith experience anxiety that show up in several ways: conflict, fear, and bullying to name a few.

## **Conclusion**

The year 2024 marked the last year of the United Church of Canada’s first century. One thing that can be said about this church of ours is that it thrives and changes. If evolution and adaptation is a guarantee of a species chance of survival, then we can look forward to another 100 years of sharing the good news of Jesus Christ with each other, with our neighbours and friends, and our nation.

For many, designing and adopting a new governance feels like we are rearranging the deck chairs on the Titanic, but we often neglect to include that threefold variable into the equation of whether our church will survive into the coming decades. That variable is God – Creator, Redeemer and Giver of life.

In Isaiah 43:18, 19, we are reminded:

“Do not remember the former things or consider the things of old. I’m about to do a new thing; now it springs forth. Do you not perceive it? I will make a way in the wilderness and rivers in the desert”

Thanks be to God



## Appendix A

### Responsibilities of the Governing Body

The governing body follows the policies set by the pastoral charge or congregation in fulfilling these responsibilities.

Area of Responsibility	Assigned to	Reports to
<b>Spiritual Matters</b> The community of faith is responsible for setting policies for membership, within denominational guidelines, and receiving and celebrating new members in the community of faith; helping members on their journey as they explore and deepen their faith; and ensuring the proper administration of the sacraments.		
a) admitting people as full members;		
b) removing people as full members;		
c) granting certificates of transfer of membership;		
d) the discipline of members;		
e) the administration of the sacraments;		
f) Christian education;		
g) public worship;		
h) the use of the church building;		
i) pastoral care and visiting; and		
j) outreach in evangelism and social action.		
<b>Financial Matters</b> The governing body has general oversight of the finances of the congregation or pastoral charge, including		
a) fundraising;		
b) disbursement of funds; and		
c) the budget approved by the congregation or pastoral charge.		
It may also authorize borrowing funds for the pastoral charge.		
<i>The governing body's responsibilities and other requirements for finances are set out in Congregational Life G.4.</i>		
<b>Records</b> The governing body keeps the following records:		
a) the membership roll of the congregation;		
b) the historic membership roll of the congregation		
c) the record of children and adherents; and		
d) the register of baptisms, marriages, and burials		

<b>Pastoral Relations Matters</b>	
The governing body deals with pastoral relations matters as directed by the pastoral charge.	<i>“Pastoral relations” matters involve the ministry personnel, and the terms and conditions on which they serve the pastoral charge. These terms are set through a call or appointment</i>
<b>Proposals</b>	The governing body receives, makes decisions on, and transmits proposals to the regional council.
<b>Recommending Members for Ministry Leadership</b>	The governing body recommends suitable members for consideration by the appropriate body as a) licensed lay worship leaders; b) sacraments elders; and c) candidates.
<b>Property Matters</b>	The governing body gives orders and directions to the trustees on property matters.
<b>Representing the Pastoral Charge to Regional Council</b>	The governing body represents the pastoral charge when the pastoral charge has authorized it to communicate with the regional council about a) the pastoral relationship; or b) the amalgamation, realignment, re-forming, or disbanding of the congregation or pastoral charge.
<b>Reporting</b>	The governing body reports to the pastoral charge at least annually on a) the life and work of the pastoral charge; and b) the pastoral charge’s financial situation, with details of all income, expenses, assets, and liabilities.
<b>Sharing Reports from the Wider Church</b>	The governing body shares reports it receives on action by the regional council and General Council with the pastoral charge
<b>Completing Statistical Forms</b>	The governing body completes the annual pastoral charge statistical and information forms, and returns them to the General Council Office by the required date.
<b>General</b>	The governing body has general responsibility for leadership in the care and oversight of the spiritual life and the interests of the congregation or pastoral charge.

## Appendix B

### Responsibilities of the Ministry & Personnel Committee The Manual B.7.8.5

All congregations or pastoral charges must have a committee or other body, which may be called the Ministry and Personnel Committee or a different name, with the following responsibilities:

- a) being available for consultation and support for matters involving the pastoral charge staff;
- b) overseeing the relationship of the pastoral charge staff to each other and to people in the congregation;
- c) regularly reviewing the working conditions, responsibilities, and compensation of all pastoral charge staff;
- d) making any recommendations needed as a result of these reviews to the governing body;
- e) revising position descriptions of pastoral charge staff as needed;
- f) conducting annual performance reviews of the pastoral charge staff;
- g) ensuring pastoral charge staff make use of opportunities for continuing education that they have been given; and
- h) maintaining close contact with the regional council Pastoral Relations Committee or equivalent.

*There are resources to assist Ministry and Personnel Committees with their responsibilities. See the Ministry and Personnel Committees resources available from the [General Council Office](#).*



# Appendix C

## Governance Models

### Models of Congregational Governance

#### **Introduction:**

The models of governance discussed below are applicable to Communities of Faith that are congregations or pastoral charges. The models are not meant to be prescriptive; many features of these models can be adjusted or modified to fit the distinct character of a local CoF. Communities of Faith may also decide to create a new governance structure different from any of those discussed in this document. However, whether modifying an existing model, or creating an entirely new structure, there are some mandatory elements that must be present. Key mandatory elements include:

- Specifying a governing body for the CoF (the group that has the ultimate authority\* for faithful operation of the CoF)
- A Board of Trustees (there is very little scope for modifying the governance for Trustees as specified in *The Manual*, since the role of Trustees is largely defined in *The United Church of Canada Act – 1925*, as passed by Parliament)
- A Ministry and Personnel Committee
- Any other requirements specified in *The Manual*, section B.7

Regardless of what model is adopted, it requires the formal approval of the Regional Council before being implemented.

#### Recommended Models:

The following four models are ‘recommended’ in the sense they have been successfully used by various Communities of Faith, and they therefore have a track record of providing a solid basis for organizing the work of a CoF. Of course, each of these models have also been used unsuccessfully, since no model of governance will work well for a CoF without goodwill, a common prayerful purpose, and a firm belief in the mission of the local CoF as part of the United Church of Canada.

## **Model 1: Session/Stewards/Official Board**

**Background:** this model may have the longest history in the United Church Canada, with roots going back to the denominations that united to form our church. Despite this long history, many CoF's still find it an effective model.

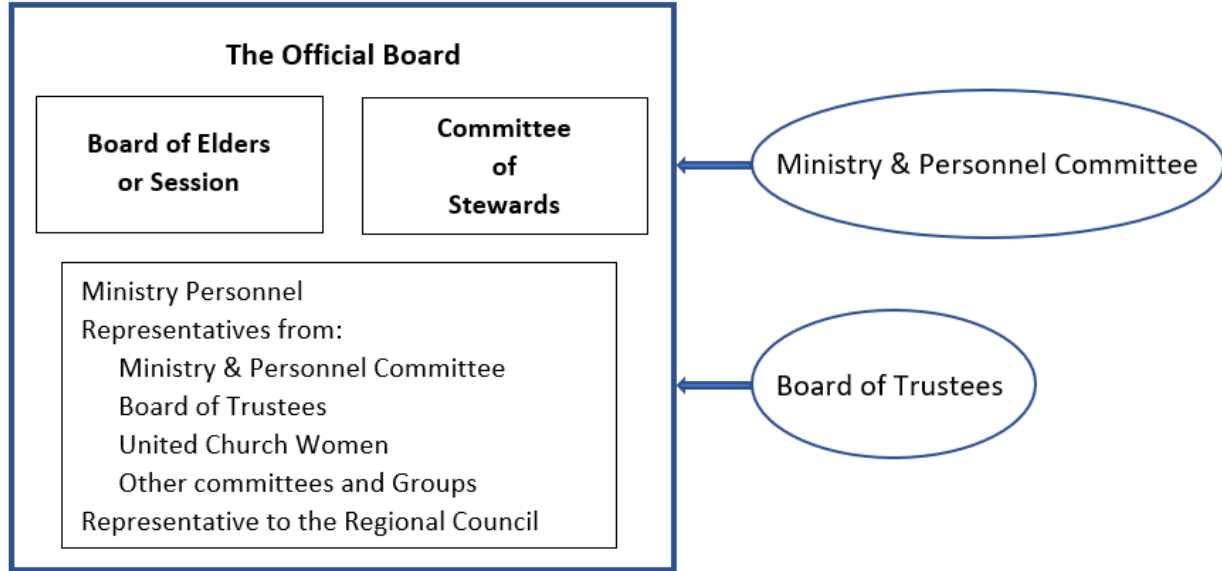
**Applicability:** While almost any size of CoF could use this model, it can require more volunteers to staff the groups/committees that make it up than some other models. Also, because of its hierarchical structure, more hours of meetings may be needed. Finally, some of the nomenclature it traditionally uses (eg "Elders", "Stewards") may seem a bit archaic to those who don't appreciate the historic roots of these labels. On the positive side, its structure encourages a focus on spiritual health, pastoral care and worship (that is sometimes lacking in other models). Also, the structure can provide more opportunities for introducing newcomers to the CoF structure, a non-threatening way, by providing more positions with lesser responsibilities (as compared to some other models that have fewer positions, but with each position therefore having more responsibility).

**Detailed description:** The two primary decision-making groups in this model are:

The Session (also called the Board of Elders)  
The Committee of Stewards

Each of these groups meet separately and each has distinct areas of responsibility. In this model, the Session and the Stewards are mandated to meet together on at least a quarterly basis. When they meet jointly (along with other office holders), they are called the Official Board. Every member of the Session and every member of the Committee of Stewards is a member of the Official Board.

### Session/Stewards/Official Board Model



#### Board of Elders or Session

- i) Elected full members of the congregation.
- ii) Number to be determined by constitution approved by congregation.
- iii) Responsible for the “spiritual matters” of the congregation
- iv) Ministry Personnel (OM, DM, DLM) or PCS is part of this group and attendance at meetings is required.

#### Committee of Stewards

- i) Elected full members of the congregation.
- ii) Number to be determined by constitution approved by congregation.
- iii) Responsible for the “financial matters” of the congregation.
- iv) Ministry Personnel (OM, DM, DLM) or PCS may decide to be part of this group

#### Official Board

- i) Considered the governing body of the congregation.
- ii) Ministry Personnel (OM, DM, DLM) or PCS is part of this group and attendance at meetings is required.

### **The Session, or Board of Elders**

The Session is responsible for the spiritual leadership of the congregation, including worship, education, pastoral care and outreach. The ministry personnel settled in, or appointed to, a pastoral charge or congregation are members of the Session. A quorum for Session requires attendance of the ministry personnel or, where no minister is settled or appointed, the Pastoral Charge Supervisor or other Regional Representative.

The members of the Session are known as Elders, regardless of the members' actual ages. They are elected at a Congregational Meeting for their wisdom, caring, spiritual discernment, and other gifts of the Spirit. They are entrusted with leadership among the whole congregation. They must be full members of the United Church of Canada [confirm if still a requirement in current Manual].

### **The Committee of Stewards**

The Committee of Stewards is responsible for the “temporal matters” of the congregation or pastoral charge, in the language of *The Manual*. This includes stewardship development, remuneration of paid church personnel, capital expenditures, property maintenance, and day-to-day administration of finances. The Committee of Stewards elect from among its members a Treasurer. Members of this group are known simply as Stewards.

### **Board of Trustees**

The Board of Trustees have defined responsibilities as found in The Manual, and The Trustees Handbook. They take direction from the Official Board and the Congregational Meeting. One or more representatives from the Trustees are members of the Official Board, in order to ensure good communications and coordination. **(Not a Manual Requirement)**

### **Ministry and Personnel Committee**

This Committee has responsibilities as defined in The Manual. One or more representatives from this Committee are members of the Official Board.

### **Other Official Board Members**

Other members include all called (settled) or appointed ministry staff, elected representatives from the congregation/pastoral charge to the Regional Council, **(not a requirement)** and representatives from other groups/committees as decided by the congregation (e.g. historically UCW or other women's groups, AOTS or other men's groups).

## Model 2: Unified Board (or Church Board) Model

*Background:* The Unified Board model, as its name implies, brings many of the functions of separate committees or boards (as seen in other models) into a single body.

*Applicability:* This model has the advantage of consolidating most decision making into a single body; there is minimal potential confusion on “who does what” since there is only one primary body (other than the mandatory Board of Trustees and Ministry and Personnel Committee). However, this also means meetings of the Board may be longer than some other models since the scope of responsibility of the Board is wider. This model allows for input on all issues from a wide cross-section of church members, but some Board members may feel they are not making best use of their spiritual gifts since the Board may often be dealing with issues of little interest to those members.

A congregation/pastoral charge can decide to establish additional committees to take on specific roles, but that is not required. This model needs a large enough membership to be able to take on all the roles that would have been done by the Stewards and Session in that model, and also to provide a representative cross section of views among the church members.

*Detailed description:* The Unified Board model unifies the traditional functions of spiritual leadership and financial management into one Board that also coordinates the work of various task groups or committees. All the members of the Board are known as Elders, and may be assigned a number of families to visit regularly. A treasurer is elected from among the Board members. A quorum for Session requires attendance of the ministry personnel or, where no minister is settled or appointed, the Pastoral Charge Supervisor or other designated Regional Representative.

### Board of Trustees

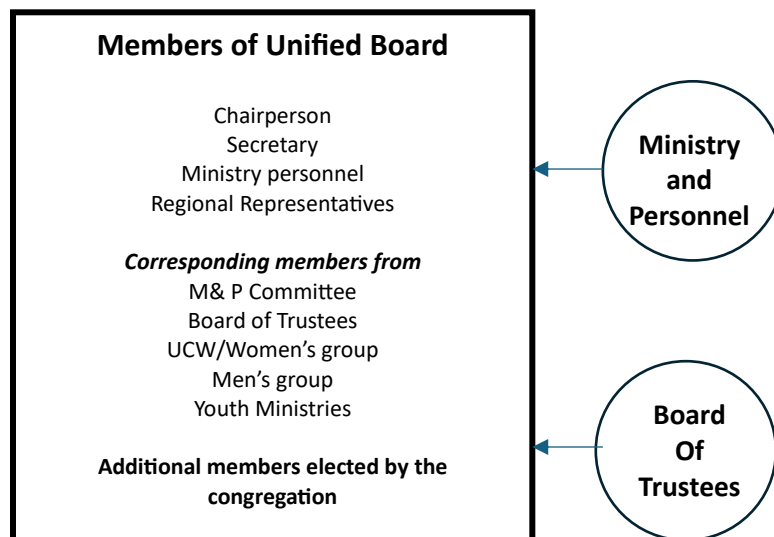
The Board of Trustees have defined responsibilities as found in **The Manual**, and The Trustees Handbook. They take direction from the Unified Board and the Congregational Meeting. One or more representatives from the Trustees are members of the Unified Board (**not a requirement**) in order to ensure good communications and coordination.

### Ministry and Personnel Committee

This Committee has responsibilities as defined in The Manual. One representative from this Committee are full members of the Unified Board.

### Other Unified Board Members

Other members include all called (settled) or appointed ministry staff, elected representatives from the congregation/pastoral charge to the Regional Council and representatives from other groups/committees as decided by the congregation (e.g. *historically* UCW or other women’s groups, AOTS or other men’s groups).



### Unified Board Model, called the Church Board

- One Board with several committees. Every committee member is a member of the Board.
  - Required committees are Ministry & Personnel and Board of Trustees,
- Optional and common committees are Christian Education, Property, Stewardship, Outreach, Pastoral Care, etc.
  - Ministry personnel are available as resources but not as principal facilitators.
- Board meetings involve all committee participants plus representatives from various groups. Each member of a committee also is a board member, and the size of the board increases quickly.

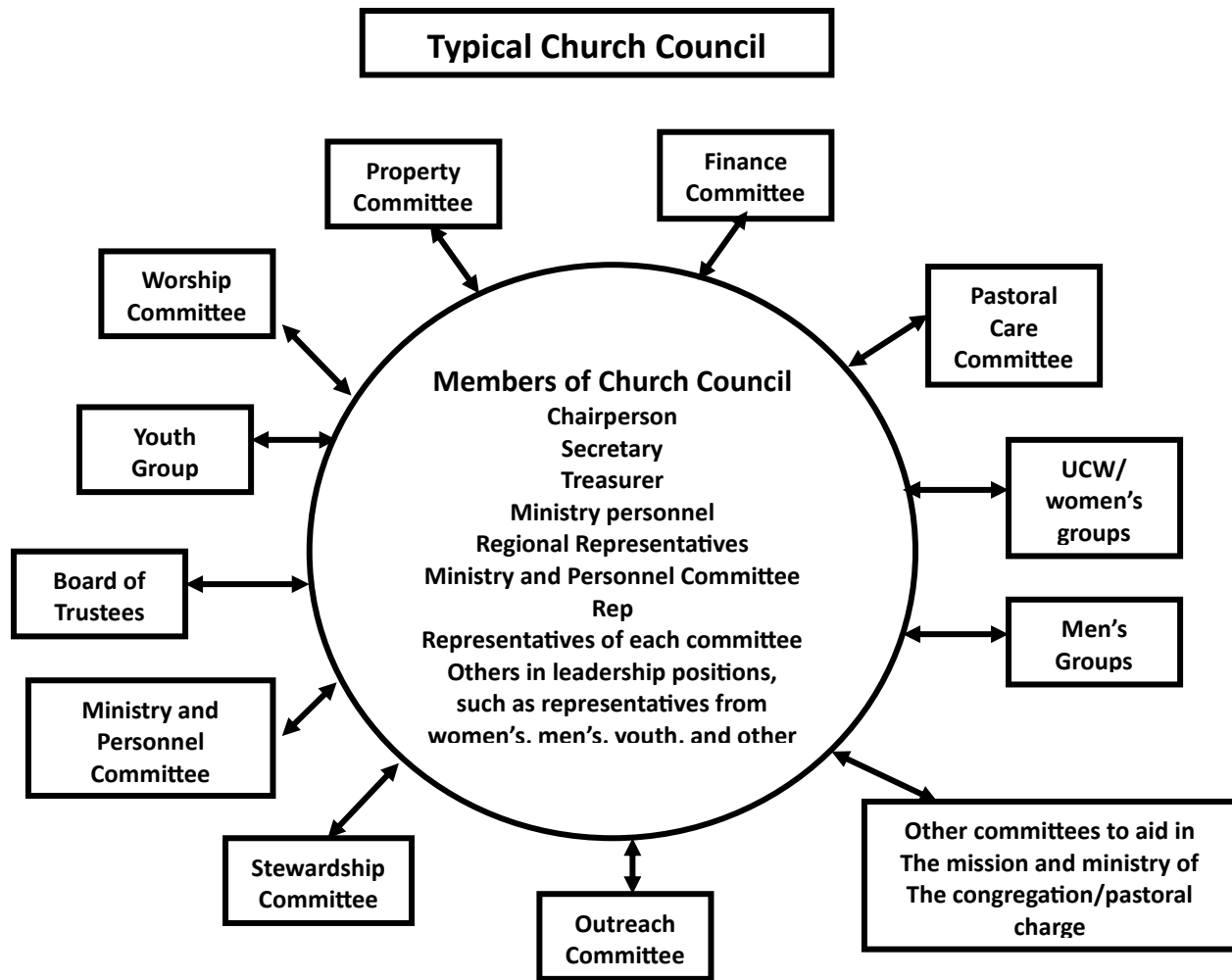
### **Model 3. Council structure, called the Church Council**

*Background:* The Church Council model offers a leaner system than the traditional Session/Stewards/Official Board Model (since each Council subcommittee or Board elects just one representative to sit on the Council. It is often used successfully in congregations/pastoral charges with a healthy number of members, and with a degree of comfort dealing with formal processes and procedures.

*Applicability:* It is seen by some as offering a more modern or business-like approach, since typically there can be less time spent in discussion and decision making, given the smaller number of members. While possibly more efficient, there is the risk that not all voices may be heard when decisions are made, if care isn't taken to solicit input when needed. Also, in some congregations, the absence of a body specifically devoted to spiritual health and care (ie The Session) has created to a perception that such spiritual matters are no longer a primary focus of the governing body.

#### *Detailed Description:*

- Committees with members elected by the congregation. Each committee chooses a member to represent their committee on the Church Council or Board;
- The Board acts as a co-ordinating body, as a forum for some decisions, and a place for sharing committee plans and actions;
- The Ministry and Personnel Committee, Regional Representative and Trustees are required.
- All others are optional and typically oriented around specific categories of tasks; and
- Committees are responsible for planning and executing tasks within their mandate under the governance of the Board.



**Model 4: Streamlined Board**

*Background:* This model is usually much smaller than the Unified Board or Church Council. Those who serve on the Board do not have to serve in any particular group, and those who serve with a group or team do not have to attend Board meetings.

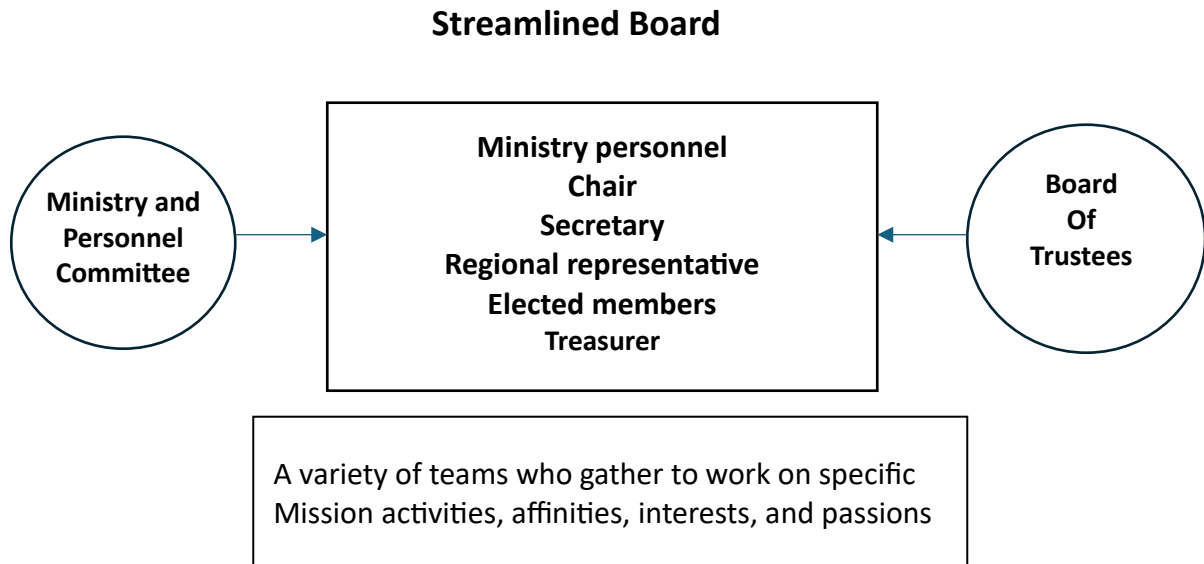
*Applicability:* This model reduces the size of governing body to a very small number of members. In a congregation/pastoral charge with small numbers of members, this may be a desirable and efficient use of members' time and talents. However, it requires a high degree of trust and accountability to work successfully, since considerable power is placed in just a few hands. As a result, there is a need for very clear policy and operational standards for this model to function correctly.

*Detailed Description:*

The streamlined Board empowers teams by providing overall directions and boundaries for action while freeing teams to manage their purpose as they see fit. The Streamlined Board discerns purpose, forms policy, develops strategies, deploys leaders, and monitors progress. Staff and participants have freedom, and authority to act guided by the community of faith’s purpose and core values and the parameters of each leader’s role.

There is a need for very clear policy and operational standards for this model to function correctly.

The Board consists of a chairperson, secretary, treasurer and Regional



**Model 5: Connecting Board for Shared Ministry and/or Two-or-More-Point Charges**

This coordinating organization is responsible for ministry personnel and other personnel who are responsible for activities for all the communities of faith part of the shared ministry or the charge and the shared finances and appropriate insurance. Therefore, a Ministry and Personnel Committee and Treasuerr (s) are required. There should be a minimum of two members from each community of faith participating in the shared ministry or charge. ECORC recommends that Trustees, (either joint or from each entity) also be part of the Connecting Board. Called or appointed Ministry Personnel are

required to be part of the Coordinating Board. **Note: How are the Chair and Secretary chosen?**

## Appendix D

### Holy Manners



*The Very Reverend Marion Pardy introduced Holy Manners as a resource for the 38th General Council 2003. Holy Manners has been used as resource for the conduct of meetings by subsequent General Councils and their executives. It has been adapted here for use as a resource by all councils and church bodies.*

We will

- ( keep God at the centre of everything we do;
- ( each speak for ourselves;
- ( speak for a purpose;
- ( separate people from problems;
- ( allow for full and equitable participation;
- ( attend to others carefully without interruption;
- ( welcome the conflict of ideas;
- ( take a future orientation;
- ( demonstrate appreciation;
- ( honour the decisions of the body;
- ( commit to holding one another to account when we do not keep our holy manners;
- ( keep the discussion at the table;
- ( be mindful of our body language;
- ( check in about good use of time;
- ( allow the quiet people to speak, with an invitation to speak; and
- ( sincerely say what we really feel.

## Appendix E

### Acronyms

<b>AOTS</b>		<b>As One That Serves</b>
<b>CoF</b>		<b>Community of Faith</b>
<b>DLM</b>		<b>Designated Lay Minister</b>
<b>DM</b>		<b>Diaconal Minister</b>
<b>ECOR</b>		<b>East Central Ontario Region</b>
<b>ECORC</b>		<b>East Central Ontario Regional Council</b>
<b>M&amp;P</b>		<b>Ministry and Personnel</b>
<b>OM</b>		<b>Ordained Minister</b>
<b>PCS</b>		<b>Pastoral Charge Supervisor</b>
<b>UCW</b>		<b>United Church Women</b>