

# **Forest Hill United Church**

## **Governance Structure**

**June 2016**

# Stewardship

Responsibility of the entire congregation

## Council

(Chair and Secretary elected from within the group)

Presbytery  
Reps

**Celebrate God**  
Unit Co-ordinator

**Be in Community**  
Unit Co-ordinator

Past  
Chair\*

**Reach Out to Others**  
Unit Co-ordinator

**Finance & Administration**  
Unit Co-ordinator

Trustees

**Facilitators (4)**

**Ordered Minister(s)**

Ministry &  
Personnel

\*only when role of chair occurred during the final year of term of office

# Council

Provide direction as appropriate to ensure congregational goals/objectives are being met and the business of the church is conducted appropriately (including scheduling annual meeting dates, recruiting new members of Council, reviewing regularly the governance structure, etc.)

- **Facilitators** – assist Unit Co-ordinators where appropriate and as necessary
- **Unit Co-ordinators** – manage/direct the activities of the teams in their respective Units
- **Ordered Minister(s)** – contribute based on skills and interests, liaise with Presbytery and Conference in addition to Presbytery Reps based on their employment status with the UCC

- **Governance** – annual congregational meetings (i.e., business and goal-setting), long range planning, mission and visioning, regular review of governance structure and associated documentation (e.g., constitution and by-laws), etc.
- **Legislation** – ensure compliance with all relevant business and employment-related gov't legislation (e.g., AODA, Bill 168, etc.)
- oversee (not micro-manage) activities of the various standing and/or ad hoc teams
- manage budgets (one per Unit and one for the Council) – regular monies as approved by the congregation each year (including a cushion fund for unanticipated projects)
- communicate with, and report regularly to, all stakeholders

# Units

- Undertake and oversee a variety of activities whose purposes are consistent with the defined theme/function of the designated Unit (e.g., Celebrate God)
- Each Unit could/will be composed of multiple teams who carry out the work of the Unit in alignment with congregational goals/focus
- Each Unit is led by a Unit Co-ordinator; however, nothing precludes a Unit from declaring co-coordinators (only one would sit on Council at any given time)
- Each Unit will have a budget that is distributed across its teams as necessary
- Units will vary in size and scope depending on the breadth and depth of the congregation's goals/focus

# Teams

- Undertake and oversee specific activities to support the broader mandate of the Unit
- Similarly, each team has a leader; however, co-lead arrangements may also be fashioned

# Budgets

- Assigned to each Unit annually, including the Council itself, as designated by the Finance & Administration Unit and approved by the congregation each February (governance meeting)
- Budgets will naturally be larger than what is customary, given that several existing committees are being combined into one Unit
- Distribution of the Unit budget is the responsibility of the Unit Co-ordinator in consultation with the Team Leaders of the respective Unit
- All monthly/yearly fixed expenses are the responsibility of Finance & Administration (subject to annual review to ensure each item is still appropriate and required)
- All other expenses are the responsibility of the respective Units in consultation with the Finance & Administration Unit

# Ministry & Personnel

**A team at arm's-length from Council recruited specifically, including the Team Leader, for their talents in staff management and team building and who demonstrate exceptional skills in diplomacy and confidentiality.**

- **Personnel Management**

- seek out and screen applicants for any non-ministerial position and recommend a suitable candidate to the Council
- meet regularly with staff to set and manage performance; conduct annual performance reviews
- prepare a case for dismissal when such action is warranted and in conjunction with the Waterloo Presbytery as appropriate

- **Presbytery Pastoral Relations**

- maintain a regular and close liaison with Presbytery Pastoral Relations Committee (in conjunction with Presbytery Reps)

- **Staff Support & Development**

- support and assist all staff members equally in fulfilling their duties
- promote positive working relationships and establish guidelines on working conditions
- review and evaluate the effectiveness of new staff members on a semi-annual basis, and other staff members annually
- review the goals and responsibilities set by each staff member annually and provide support when needed
- review and support the continuing educational and training needs of staff members

- **Salaries & Benefits**

- establish salary and benefit budgets for all staff members
- recommend the approval of these budgets to the Finance & Administration Unit before they are made effective

# Presbytery Representatives\*

**At least one interested representative (actual permitted number is determined by a formula established by the UCC), who is Forest Hill's voice at Waterloo Presbytery.**

\* Subject to change given the recent restructuring of UCC governing bodies.

## Trustees

**A required (by the UCC) team at arm's-length from Council and appointed specifically for their financial savvy, history of governance involvement within the congregation, dedication and commitment to the role. Length of tenure to be determined by Council.**

**Money** – fiscally prudent management of church funds held in perpetuity (e.g., investments) and capital indebtedness

**Property** – all property that is held in trust on behalf of the UCC, or acquired for the use of a congregation, is held and administered by the Board of Trustees

# Finance & Administration Unit

**Budgeting** – financial planning, forecasting, documentation, tracking trends, reporting

**Capital Reserve** – maintenance of an appropriate capital reserve for the regular replacement of key equipment and property

**Expenditures** – regular monthly bills, routine leasing and maintenance contracts, regular fees including licensing and computing

**Income** – ensure appropriate depositing of regular weekly offerings, PAR and one-time gifts (e.g., bequests, special fundraisers, etc.)

**Gov't Reporting** – envelope stewardship, tax receipts, remittance of GST, municipal levies as appropriate, etc.

**Licensing** – maintain proper and current music, video and text reproduction licenses, etc. by consulting with appropriate Unit Co-ordinator(s) as necessary

**Membership** – maintenance of all current and historical roll information (members, adherents, etc.) including staff

**Memorials & Special Gifts** – receive and manage fiscally all financial gifts received by the church

**Office Administration** – oversee all office activities and costs including our electronic/internet footprint and the contractual employment of a bookkeeper

**Operations** – ensure the smooth operation of Forest Hill United including prudent management of the church's financial records (bookkeeping), rental agreements, marriage, communication and confidentiality policies and any other special activities

**Salary & Benefits** – distribute all payments for salaries and benefits to all regular and/or temporary staff in compliance with the policies of the United Church of Canada and other relevant government legislation (e.g., Employment Standards Act, etc.)

**Treasurer** – appoint a member of the congregation to act as Treasurer

**Other** – any/all unanticipated financially-related matters (e.g., Holy Currencies registration, etc.)



# Celebrate God Unit

**Adornments** – banners, decorations (liturgical and seasonal), etc.

**Audio/Visual** – services, personnel

**Christian Development** – Kids' Church and leadership, youth group and leadership, bible study (all ages), Vacation Bible School, classes for new members and confirmands

**Leadership** – arrange and pay for Sunday supply (pulpit and/or organ) as required

**Music** – choir, preludes, postludes, guest performances, concerts, special events, etc.

**Rites & Sacraments** – baptism, communion, confirmation, funerals and weddings

**Special Services** – special services (e.g., Anniversary, Blue Christmas, Christmas, CGIT Vesper, Suddenly One, etc.)

**Worship Space** – set-up and use of any, and all, worship space

**Worship Service Support** – ushers, greeters, nursery care, scripture readers, lay leadership

# Be in Community Unit

## **Activity Planning/Support**

- **Weekly** – post-Sunday worship refreshment time, Lunch Bunch, Quilting Group
- **Monthly** – Men’s Breakfast, UCW
- **Annually** – Annual Meeting luncheon, Guess Who’s Coming to Dinner, movie or games nights, FHU Anniversary Sunday
- **Special** – anniversaries , birthdays, weddings, funerals, congregational gatherings

**Communication (Internal)** – *Messenger*, web site, email messaging, *Annual Report*, bulletin boards, foyer displays, mail boxes, publicity

**Pastoral Care** – liaison with Minister for Pastoral Care, prayer shawl ministry, ambassadors, shut-ins

**Property and Facilities** – care, maintenance, design and updating of all church facilities as required

**Recognitions & Celebrations** – understanding our demographic, inclusivity (e.g., AODA, rainbow community, etc.), welcoming new members, recognizing major milestones for individuals or groups (e.g., birthdays, anniversaries, etc.), thank you notes for jobs well done, exemplary service, etc.

# Reach Out to Others Unit

**Caring Ministries** – Christmas families, Korean Church, inter-denominational connections, contact with other faith groups, worship services in retirement homes

**Communication (External)** – door-to-door contact, publications, web site, media (newspapers, radio, television, etc.), outdoor signage, community flyers

**Community Involvement** – community garden (expanded use of property), Bring on the Sunshine, Food Bank, Chandler-Mowat Community, House of Friendship, cooking workshops, guest speakers to raise awareness, dance classes, community dinners/BBQ's, scrap booking/card making, Scouting/Guiding, CGIT

**Community and World Outreach** – environmental issues, social justice/political issues (e.g., GLBT), special appeals (e.g., socks for children in Mexico), cooking classes, Rohingya Language school, special events (e.g., HIV/AIDS awareness evening)

**Financial Support** – organizations as identified by the Unit or the Minister for Pastoral Care, Christmas families

# Goal-Setting Sunday

## ***Annual Planning Event (suggested timing is June)***

- meant to be a fun, collaborative event; perhaps combined with our annual picnic
- congregation discusses and sets its focus/objective for the next year (or more) with some direction from the Council
- individuals and/or groups make pitches for activities that may suggest a focus or that support a suggested focus
- volunteers sign-up for the various activities to offer their services and to show support for the various proposals
- activities that don't garner support are tabled until a future time when they may be more applicable or feasible