



Visions United: A Community of Faith of the United Church of Canada

**A Model for Governance as Spiritual
Practice and Congregational Ministry
through Circles of Service and Learning**

Draft Final – October 1, 2022

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To be inserted in final document

This model is based on the work done by Rev. Dr. Catherine Smith, *Governance as Spiritual Practice*, and the governance model adopted by Sackville United Church. We acknowledge the documents and webinar produced by Catherine Smith, and Sackville United Church.

Visions United Vision/Mission Statement

We are a spiritual community, welcoming a diversity of people; celebrating and exploring in faith together; reaching out in love; daring to make a difference, one act of kindness at a time.

Our Four Core Values

We Value: Extravagant Openness, Innovative Spiritual Growth, Abundant Generosity, and Uncommon Boldness.

We Practice:

Extravagant Openness:

- Welcoming the committed, the comfortable and the curious. Everyone belongs here.
- Doing the right thing, engaging uncomfortable ideas, leading the way to understanding.
- Practising inclusion over exclusion, love over fear, resolution over conflict. Respecting a diversity of peoples, ideas and beliefs.
- Seeking partnerships beyond our doors, trusting we can learn from others and work together for peace and justice.

Innovative Spiritual Growth:

- Journeying together in spiritual growth, enriched by the wisdom of elders and the wonderings of children and youth.
- Growing our faith at any stage of our journey includes asking questions, challenging beliefs, expressing doubts, and sharing inspiration.
- Connecting our faith with today's world, rooted in the teachings of Jesus, thoughtful prayer, and insights from other wisdom traditions.
- Reimagining "church" with informal, engaged and joy-filled worship experiences.

Abundant Generosity:

- Acting locally and globally, knowing we make a difference.
- Sharing a generosity of spirit in every word, every gesture, every interaction with the world.
- Living in gratitude, giving of our time, talent, gifts and spirit without expectation.
- Exhibiting love in action and love at play... love in abundance.

Uncommon Boldness:

- Daring to let faith – not fear – guide our actions and decisions.
- Unrelenting confidence to try new things and leave behind what's not working.
- Celebrating our faith with infectious laughter, spontaneity and humour.
- Unwavering resilience in the face of challenge. Our path may not lead where we expected but we have faith we are going in the right direction.

The Purpose of Governance

The purpose of governance structures in the Church is to provide a framework in which decisions can be made in ways that are participatory, just and faithful. Ideally, a governance structure is flexible enough to meet the needs of the present day and allow for development of new visions and hopes:

“Every community of faith is responsible for having a governance structure as a framework for the life and work of the community of faith. The governance structure must free people to live out their commitment to God and to each other.”

(The Manual, 2022, Section B.2.1.7)

Visions United is a “court” of the Church and functions within a conciliar system of other courts: Fundy St. Lawrence Dawning Waters Region and the General Council of the United Church of Canada. (See the glossary below)

As a court of the United Church of Canada, Visions United follows The Manual of the United Church of Canada. This document is most easily accessed online (<https://united-church.ca/sites/default/files/2022-02/the-manual-2022.pdf>).

Core Values of this Model

Faith Formation is at the heart of all we do as a Christian Community. We believe that the practice of faith formation and spiritual deepening needs to be a part of our core leadership group, informing their decisions and their encouragement of the life and ministry of the congregation.

Leadership needs to be encouraged in all areas of the congregation, both from those who have been part of the congregation for many years as well as those who have come more recently.

The way of offering leadership needs to be made easily accessible. It is not necessary to learn all the details of a committee structure to offer leadership. The vision for this model is to draw the circle wider in terms of engagement of the congregation in ministry and leadership.

Proposed Governance Structure

This model of governance, based on the Streamlined Board Model within the United Church of Canada policy, ensures that all the responsibilities of governing bodies contained in The Manual of the United Church of Canada (2022) are fulfilled. These responsibilities with the relevant sections are listed within this document.

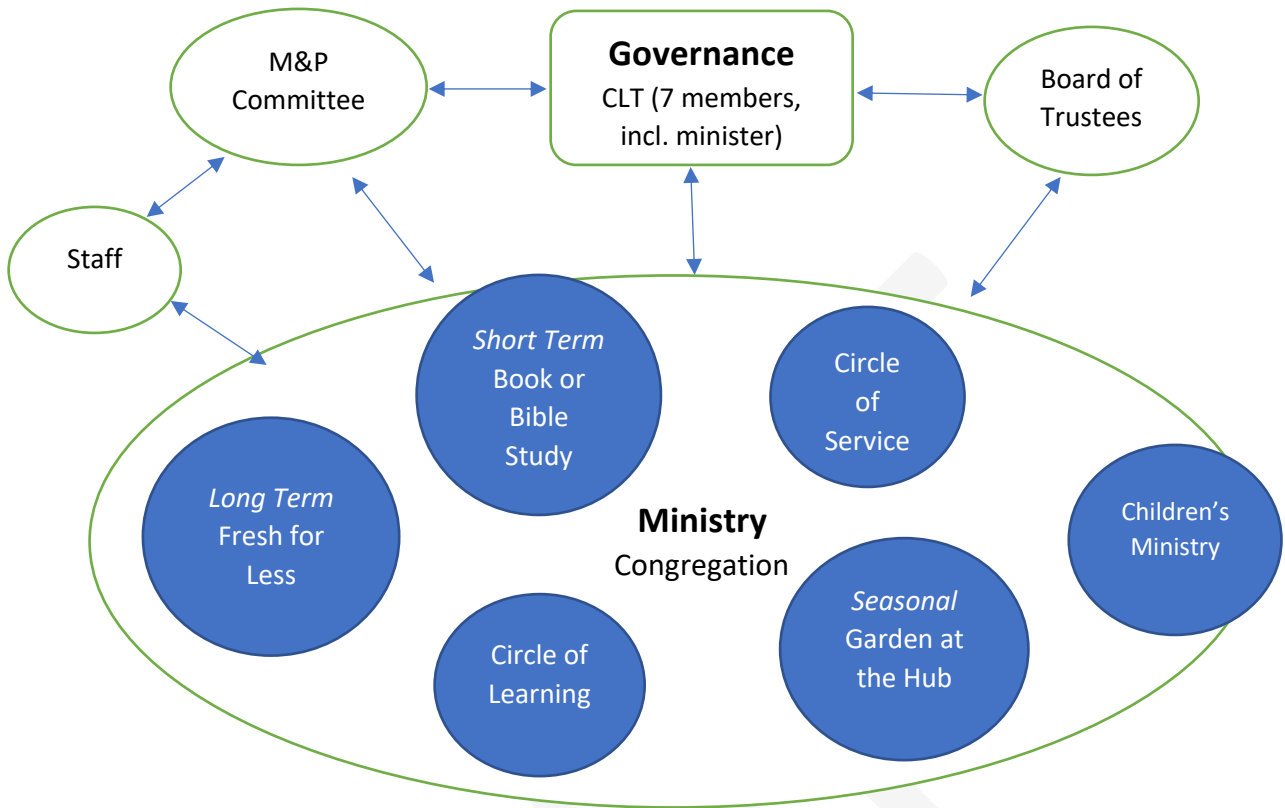


Figure 1: Proposed Governance Structure is the Streamlined Board Model

Description of Model

The Congregational Leadership Team (CLT) is the governing body of the congregation, equivalent in function, though not in its way of functioning, to a congregational Board or Council or Session/Stewards governance model. The CLT is the primary decision-making and oversight body, tending the ongoing work and administration of the congregation.

Circles are important within this governance structure. We imagine the congregation as an open circle of ministry in the world, nurturing those who move in and around it. The CLT encourages and supports the ministry of the congregational circle. This ministry is fulfilled through Circles of Service and Learning (described below). These Circles replace what is often assigned to committees in traditional governance structures. Instead, Circles are focused on ministry and mission, while any governance functions are assumed by the CLT.

The CLT consists of seven members (the minister and six congregants), known as Vision Keepers. These congregants intentionally tend the connection between the governance and ministry of our faith community, and the gifts of individuals within the congregation.

The name CLT is chosen to describe a small group of leaders, working as a team, and engaged with the congregation through its Ministry Areas and the Circles of Service and Learning. The CLT usually meets twice monthly between September and June, once for Spiritual Grounding and once for a Business Meeting. The purpose of the Spiritual Grounding Sessions is to deepen the faith and shared spiritual practice of the Vision Keepers, their relationship with each other as a team, to strengthen their leadership, and to inform their direction and decision making at business meetings of the CLT.

The CLT facilitates the creation of congregational Circles of Service and Learning. It is responsible for ensuring that work is carried out in five areas of ministry, primarily through these Circles of Service and Learning, and occasionally through an ad hoc task group:

- Worship and Faith Formation
- Justice and Outreach (includes disbursements from the Visions Aid Fund)
- Pastoral Care and Congregational Life
- Stewardship & Finance
- Community Hub Ministry

The CLT will invite Coordinators and/or representatives from Circles of Service and Learning to participate in its business meetings as needed.

The Ministry and Personnel (M&P), Regional Representatives and Trustees fulfill the other governance functions in this model as outlined in the relevant sections of The Manual. They are not members of the CLT but will report to the CLT, and a representative may attend and participate in CLT meetings as needed.

At the Annual General Meeting, the CLT, Circles of Service and Learning, Minister, Ministry & Personnel, Regional Representatives and Trustees report to the congregation and the wider Church on how we lived out our mission. At this same meeting, a budget for the coming year is presented to the congregation by the CLT for adoption. The names of those who have discerned a call to serve as a Vision Keeper on the CLT are presented and ratified, as well as the name(s) of the Treasurer, Regional Representatives, Ministry & Personal Committee and Trustees.

Following the Annual General Meeting, the circle of discernment and ministry begins anew for another year.

Congregational Leadership Team: Vision Keepers

Membership

There are seven members of the CLT known as Vision Keepers (six congregants, one of whom is the Treasurer, and the Minister). The majority of the CLT must be full members of the congregation.

Terms of office

Five Vision Keepers are elected for a term of 2 years and can serve a maximum of two consecutive terms. Vision Keepers are eligible for election again in the future after a minimum one year has elapsed since completion of their second term.

Note: Initially, these five Vision Keepers will be elected for a 1 or 2 year term to ensure staggered terms, i.e. of the five Vision Keepers, two or three will be elected for a 1-year term, and two or three will be elected for a 2-year term; each will be eligible to be elected for an additional two year term.

The Treasurer is elected annually by the congregation, with no term limit. The Treasurer is recruited for the specific skill set required. Ideally, 12 months' notice is given of resignation, to allow time for mentoring of a new Treasurer.

Officers: Chair, Secretary, Treasurer

Following the Annual General Meeting, the Vision Keepers will elect from their number a Chair and Secretary, who will also serve as Chair and Secretary to the congregation, provided they meet the requirements of The Manual (Section B.7.6). *(In a situation where the Chair is not a full member, then a co-chair who is a full member or the Minister will be required to chair Congregational meetings, as per The Manual, Section B.7.6.1b)*

The Treasurer is elected annually by the congregation and is a full member as per The Manual (Section B.7.6.3a).

These positions serve as Officers of the Congregation and fulfill the responsibilities outlined in The Manual, Section B.7.6.

Vision Keepers

Members of the CLT are called Vision Keepers. This name is chosen because the primary role of the CLT is to hold the vision and mission of Visions United before them as they fulfill the responsibilities of governance. Vision Keepers intentionally tend the connection between the governance and ministry of our faith community, and the gifts of individuals within the congregation. They facilitate the creation of Circles of Service and Learning through listening and conversation with congregants. They discern how work in the five identified areas of ministry and mission are reflected in those Circles.

Qualities of Vision Keepers

- Good listener
- An active participant in the life of the congregation
- Support and encourage individuals and the congregation in faith formation
- Value and encourage shared leadership
- Approachable
- Flexible and open-minded toward evolving ministries
- Majority must be full members of the congregation

Responsibilities of a Vision Keeper

- Attend 2 meetings per month (usually 9 months of the year), both Spiritual Grounding Sessions, and Business Meetings
- Facilitate 1-2 Spiritual Grounding Sessions per year, on a rotational basis with all members of the CLT
- Nurture fellow Vision Keepers: keep in touch, support, and share responsibilities
- Monitor the Connection Board: Check regularly and frequently for new ideas submitted, both on the Board and online, and take appropriate action
- Seek out the many gifts/talents/interests within the congregation; support the sharing of these gifts
- Submit new ideas needing CLT discussion to Secretary 10 days prior to Business Meeting to be included in the Information Package
- Read over all background documents in the Information Package sent out one week before each Business Meeting (by Secretary)
- Discern the need for any policies, procedures and processes, and ensure they are developed and updated as required. So that the CLT remains focused on keeping our vision, individuals or an ad hoc committee may be recruited to do this work.
- Other responsibilities outlined in the current edition of The Manual of the United Church of Canada (Section B.7.4, 2022) will be met.

Time Commitment of Vision Keepers

- Average 4 hours total per month for all meetings (including reading Information Package prior to Business Meeting)
- Monitor (in person and/or online) the Connection Board, and contact those who have posted (a few minutes per week)
- Informal Consultation among Vision Keepers (a few minutes each week)
- Prepare a discussion question/topic for a Spiritual Grounding Session 1-2 times per year (estimate up to 1 hour per Session)
- Coordinate, with other Vision Keepers, three Circles of Celebration events per year (estimate 1-2 hours per Circle of Celebration, see description below)

CLT Meeting Schedule

The CLT meets twice per month, September to November, and January to June. One meeting of each month is for Spiritual Grounding and one is for Business.

Accountability to the Congregation

The CLT is formally accountable to the congregation in six ways:

1. Planning and organizing the Annual General Meeting (AGM)
2. Receiving reports from the Treasurer, Trustees, Ministry & Personnel, Regional Representatives, and any specially appointed task groups
3. Planning and organizing Special Congregational Meetings (to address items requiring action and approval)
4. Monthly updates via various channels: announcements (Secretary), updates during Spirit Gatherings, E-news (to provide update after Business Meeting is held), Circles of Celebration, etc.
5. 3 Circles of Celebration gatherings per year to highlight work done by Circles of Service and Learning
6. Periodic Community of Faith Consultations (i.e. discerning a new mission focus, financial updates, town halls, etc.)

Circles of Service and Learning

Our goal is to draw the circle wider and have many congregants taking an active role in ministry, becoming comfortable thinking of innovative ways to use our individual and collective time and talents to discover new ministry opportunities. Anyone can propose or organize a Circle, and anyone can sign up to participate in a Circle. If a Circle evolves into a long-term project, it may develop the need for a Coordinator. Most Circles have an end date (i.e., book study), while some are ongoing with volunteers opting in and out (i.e., Fresh for Less). This format uses a bottom-up approach when proposing ideas, moving the ownership of ministry activities to the congregation. Ideas for Circles are posted on a Connection Board in the foyer (described below).

Advantages of Circles of Service and Learning, as identified by congregants, include:

- No long-term commitment
- Invites new ideas and testing to see if there is sufficient interest
- More people sharing responsibility
- Reduces the number and length of formal committee reports
- Opens opportunities for new ideas
- Fewer committees and more focus on talents and passions

Connection Board

The Connection Board consists of a large magnetic bulletin board installed in a visible space. Forms for inviting the creation of, and/or participation in, Circles of Service or Circles of Learning are held in a folder to one side of the Board. Each week, a Vision Keeper checks this folder for new invitations from individuals in the congregation. If an idea supports the ministry/mission of the congregation, it can be posted immediately on the Board. If money and/or other resources are required to support the idea, Vision Keepers will consider it in consultation with the CLT. If Vision Keepers are unsure whether the idea supports the congregation's ministry/mission, they may bring it to the CLT for further discernment.

Once a new invitation is posted on the Connection Board, the Vision Keepers provide encouragement and support to the person who is inviting the Circle of Service or Learning. Support may include help with, or suggestions for, communication about the group, direction to the church office regarding available time on the Hub calendar for booking space, and following up with the person as the Circle proceeds. The first sign of support may be to mention to the person inviting the Circle that it has been noticed on the Board.

Circles of Celebration

Circles of Celebration are informal gatherings of the congregation. These gatherings provide an opportunity for the congregation to share ideas and celebrate the ministry that has happened through the Circles of Service and Learning. These gatherings will be held 3 times per year.

Additional Components of the Model

Ministry & Personnel Committee, Regional Representatives and Trustees

The Ministry and Personnel (M&P), Regional Representatives and Trustees fulfill the other governance functions in this model as required by the United Church of Canada. They are not members of the CLT but will report to the CLT, and a representative may attend and participate in CLT meetings as needed. The Ministry and Personnel (M&P) and Regional Representatives will be elected annually by the congregation (The Manual, Sections B.7.8.5 and B.2.1.6). A minimum of three Trustees will be elected by the Congregation and serve as per the Manual. (The Manual, Section G.3.3).

Nominations

There is no need for a standing Nominating Committee, per se, as all necessary positions and responsibilities traditionally held by committees are now fulfilled by the CLT's work with the congregation through the Circles of Service and Learning. As part of preparations for the Annual General Meeting of the Congregation, the CLT will invite congregational discernment about vacancies for Vision Keepers. Anyone who volunteers or whose name is put forward to the CLT as a Vision Keeper, has their name brought forward to a congregational meeting for ratification, as are names of Trustees, Regional Representatives, and Ministry & Personnel Committee.

Staff

Minister(s)

Ministers are called by the congregation or appointed by the Region to provide ministry leadership and spiritual oversight for the congregation or pastoral charge. They are responsible to both the Congregation and the Region. This is called a covenant relationship. It is governed by The Manual.

The called or appointed Ministry Personnel is required to be a member of the governance team (The Manual, Section B.7.3.1), as well as a Trustee (Section G.3.3.3). All ministry personnel called or appointed to a pastoral charge are automatically members of all committees for the congregation (*exceptions include M&P or a Search Committee for a new minister*).

Circles of Service and Learning, however, are not committees. The Minister, then, is not required or expected to participate in all Circles. They may suggest, lead or participate in Circles that are connected to particular responsibilities of ministry, i.e. study group, program for new members, or pastoral care team.

Lay Staff

Other staff, such as the Music Director and Office Administrator, are employed by the CLT, and are under the oversight of M&P. Their position descriptions support the overall ministry of the congregation and are revised as needed by the CLT. These staff members are not members of CLT. They may be invited to report to CLT on various aspects of their work from time to time. They can choose to be involved with, or may be requested to resource, a Circle of Service or Learning, as their job responsibilities and time permits.

Spiritual Discernment

This governance model, in addition to having at its core the values of faith formation and spiritual deepening, is rooted in the practice of spiritual discernment.

In Christianity, the word “discernment” may have several meanings. It can be used to describe the process of determining God’s desire in a situation or one’s life; in our case that is demonstrated as we determine the ministries that we initiate and participate in (Circles of Service and Learning) as they apply to our Mission Statement and Core Values of Extravagant Openness, Innovative Spiritual Growth, Abundant Generosity, and Uncommon Boldness.

Spiritual Grounding Sessions

Purpose: The Spiritual Grounding Sessions are a way for the Vision Keepers to ground their decision-making in both the narratives of scripture and the congregation. The purpose of the Spiritual Grounding Sessions is to deepen the faith and shared spiritual practice of the Vision Keepers, their relationship with each other as a team, to strengthen their leadership, and to enlighten their direction and decision making at business meetings of the CLT.

Guidelines and Expectations for Spiritual Grounding Sessions:

- Unless we are ill or have an emergency or a commitment that cannot be moved, we will be present.
- Because we will gather with a prayer, music or reflective piece of some kind, and perhaps a check in, we will arrive on time to participate in this centering moment.
- As we reflect spiritually on our congregation, feel free to bring something that has struck us about our congregational life, a particular situation, a hope, or a more general wondering.
- That we hold ourselves to the practice of meeting, not for planning or problem solving or arriving at answers. We meet as a way of opening us to the narrative of Scripture and of the congregation, in ways that will deepen our spiritual practice, our relationships, and enlighten our direction and decision making at Business Meetings of the CLT.
- While we may talk outside the gathering about what arose in us or for us during the time together, what we learned, or a new direction that emerged for us, we will discuss that information without attaching names or identifiers or private information that has been shared.

Suggested Outline for a Spiritual Grounding Session (1 hour)

5-8 minutes	Welcome, Brief Check-in (<i>saying hello; maybe a check-in question</i>) & Centering Moment (i.e. <i>prayer, reflective music</i>)
20-25 minutes	<p>Spiritual Practice & Study</p> <p>The Facilitator usually chooses a piece of scripture or other sacred reading they would like to work with and offer to the group for reflection. There are different ways of sharing scripture for reflection, including practices like <i>Lectio Divina</i> (literally: ‘holy reading’; a way of reading and praying with scripture) or <i>Visio Divina</i> (using a visual art piece related to the scripture), or simply some open-ended conversation questions to break open the passage. Alternatively, the facilitator may invite the group to share in a particular spiritual practice.</p>
20-25 minutes	<p>Spiritual Reflection on the Faith Community</p> <p>The Facilitator brings a story/narrative/noticing from their reflection on our faith community, or something that has arisen from their role as a Vision Keeper. This may arise out of a particular situation or event, a hope or a more general wondering. The purpose is not for problem solving or arriving at answers. It is to encourage the team to consider and look at what is happening in relation to the narrative of scripture and perspective of faith.</p>
5-8 minutes	<p>Closing and Invitation to Prayer</p> <p>The Facilitator brings the conversation to a close, whether by words or ritual. This is also an opportunity for the Team or individuals to name aloud what they would like held in prayer as they leave the circle. This could be a personal concern or a prayer for Visions as a faith community.</p>

Business Meetings

<A purpose sentence will be added.>

Holy Manners for Meetings

- Attendance is crucial. Please make every effort to attend.
- Be on time.
- Cell phones on silent.
- Be respectful.
- Be positive.
- Be open and honest.
- Only one person speaks at a time. No interruptions.
- Speak in the “I”.
- Be open to others’ ideas.
- Conversations, especially those during Spiritual Grounding Meetings, are confidential and not to be shared outside the meeting.
- Vision Keepers should read the Appendix: Procedures for Holding a Meeting and Decision-Making from The Manual.

Business Meetings and Minutes

- We will be present unless we are ill or have an emergency or a commitment that cannot be moved.
- The Secretary will circulate the draft minutes of the Business Meeting one week following the meeting. This will offer Vision Keepers the opportunity to review the Minutes and offer feedback or corrections.
- The Chair will circulate the Agenda on the Monday prior to the Business Meeting.
- Every effort will be made to ensure that reports and requests for action are circulated to the Vision Keepers one week prior to the Business Meeting.
- The CLT will develop a basic agenda to guide their business meetings.
- The CLT will develop a schedule for receiving regular reports from the Treasurer, M&P, Trustees and Regional Representatives.
- The CLT will receive and review a financial statement from the Treasurer at least quarterly.
- The format for minutes will reflect the standard practice/guidelines established by Visions United and the UCC format. Only requests for action and reports requiring action by the CLT need to be included in the minutes.

Policy Documents, Statements, Reports and Other Resources

The Governance of Visions United Church is facilitated by the polity, policy and procedures of the United Church of Canada (The Manual) and various other Handbooks and Guidelines including the following. These and other handbooks and guidelines can be located at:

<https://united-church.ca/handbooks-and-guidelines>.

United Church of Canada Policy

Dispute Resolution Policy (January 2019)

Celebrating Gender Diversity (2019)

Code of Ethics for Youth Ministry (undated)

Conflict of Interest Policy (March 2019)

Congregational Board of Trustees Handbook (2021)

Ending Racial Harassment: Creating Healthy Congregations (undated)

Ethical Standards and Standards of Practice for Ministry Personnel

Faithful Footsteps: Screening Procedures for Position of Trust and Authority in the United Church of Canada (undated)

Financial Handbook for Congregations (2017)

Financial Resources Handbook: Abbreviated Edition 2021

Governance handbook: policy and Terms of Reference (March 2019)

Guidelines for Self-Assessment of Communities of Faith (January 2019)

Ministry and Personnel Committees: Policy, Procedures and Practices (January 2019)

Ministry and Personnel Committees: Resources for Ministry and Personnel Committees (January 2019)

Ministry Personnel Reviews (January 2019)

Model Trust Deed

Pastoral Relations: Guidelines for a Community of Faith Profile (April 2020)

Police Records Checks (January 2019)

Sacraments Elders (January 2020)

Sexual Misconduct Prevention and Response Policy and Procedures (November 2020)

A Tender Trust: Helping Churches to Provide Safe Service (undated)

Workplace Discrimination, Harassment and Violence Response Policy (2022)

Visions United Church

In addition, there are several local, internal, statements, policies and procedures that have been adopted by the Congregation of Visions United Church:

Mission, Vision, Core Values (2017)

Baptism Policy (2015)

Marriage Policy (2015)

Volunteer Screening Policy (2021)

Guidelines for Disbursement of Visions Aid Fund (2019)

Glossary

Circle Celebrations: Gatherings of the congregation to provide an opportunity in which any who have engaged in Circles of Service, standing committees, or the life of the congregation in general, are present to one another for the sharing and celebration of ideas. These gatherings will be held 3 times per year.

Circles of Service and Learning: Groups of individuals that form to carry out the work of the church. Circles may be long term or short term.

Long Term: A circle that has an ongoing responsibility, such as Ministry and Personnel Committee, or Trustees, or children/youth program leaders. Ongoing, permanent Circles of Service may require some policy or guidelines, and a coordinator.

Short Term: A group that has a time-limited task or activity, such as a book group, Dover cemetery maintenance, planting the community garden at the Hub.

Congregational Leadership Team (CLT): The primary decision-making and oversight body, consisting of officers directly elected by the congregation.

Vision Keepers: Six congregants, plus the Minister, who form the Congregational Leadership Team (CLT), which intentionally tends the connection between the Governance and Ministry of our Faith Community, and the gifts of individuals within the congregation. The majority must be full members of the Congregation. Among other tasks, they facilitate the creation of Circles of Service and Learning.

Chair: The leader of the Congregational Leadership Team (CLT), who calls meetings, acts as a spokesperson, etc., and usually chairs congregational meetings.

Secretary: A member of the CLT who records minutes, handles correspondence on behalf of the CLT, and communications with the congregation. The secretary works with the Office Administrator to ensure the official record book of meetings is maintained.

Treasurer: A CLT member who, in consultation with the CLT and Trustees, and working with the bookkeeper, tracks and reports to the CLT on congregational finances.

Conciliar: Conciliar means that the decision-making bodies make decisions in relation to the other bodies by consulting with them and are accountable to them.

Connection Board: A bulletin board that posts invitations to form or join Circles of Service. The invitations can be issued by anyone in the congregation.

Coordinator: A permanent, on-going Circle of Service or Learning may require a volunteer coordinator to support the ministry of the Circle. The coordinator is the link between other volunteers/participants, staff, and the CLT. For example, they may schedule volunteers, or oversee policy related to the Circle, or communicate with the congregation and staff.

Court: Court refers to a responsible decision-making body within the structure of the Denomination. There are three (3) courts within the United Church of Canada: Congregation/Community of Faith (local), Regional Council, and General Council (national). Visions United Community of Faith is a local court within the Fundy St. Lawrence Dawning Waters Regional Council, which encompasses all New Brunswick, Prince Edward Island, and the Gaspé Region of Quebec.

Governance and Ministry: Includes top-level tasks such as focusing on our vision, developing policies, developing strategies to attain our vision and mission, and making sure that people and property are protected against harm.

Ministry is everything else. It is the congregation's daily, practical work, including all the rest of the decisions about what to do and how to do it. Ministry is what we do to live out our mission and vision.

Ministry Areas: The categories of ministry/mission that the congregation has identified as important and that the CLT is charged with tending:

- Worship and Faith Formation
- Justice and Outreach (includes donations from Vision Aiders Fund)
- Pastoral Care and Congregational Life
- Stewardship and Finance
- Community Hub Ministry

Spiritual Grounding Session: A monthly meeting of the CLT in which its members explore and grow in the narrative of scripture and of the congregation. No formal business is carried out at these meetings.

Standing Committees: Committees as mandated by the Manual United Church of Canada. Mandated committees include Ministry and Personnel, and Trustees.

Resources

We gratefully acknowledge that this model draws heavily on the research and model developed by Rev. Dr. Catherine Smith, “Governance as Spiritual Practice”, and the congregation of Sackville United Church.

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