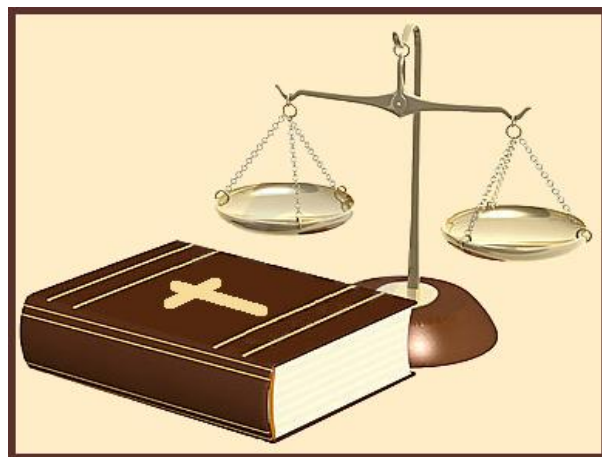


RIVERSIDE UNITED CHURCH GOVERNANCE MODEL

Dated: March 9th, 2015



Governance: “The structure of authority and processes of decision-making used by a Congregation.”

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Part A: United Church of Canada General Rules for Church Councils

1. Introduction

1.1 The statements of mission, vision and belief of Riverside United Church are those adopted by the Congregation, as may be amended from time to time.

1.2 This document is intended to be consistent with and interpreted in the context of The Manual (current edition) of the United Church of Canada (“the UCC Manual”). The By-Laws governing the Congregation include, but are not necessarily limited to, Sections A-J of the UCC Manual.

2. Organization

2.1 Riverside United Church is subject to the oversight of the United Church of Canada. Riverside is governed by the Church Council, modeled according to the ‘Local Ministry Unit’, Section B, para 7 of the UCC Manual.

2.2 The Church Council Terms of Reference, including those of Council Chair, and the Council organization and structure are detailed in Part B, paragraph 8.

2.3 The Nominating Committee is responsible directly to the Congregation; however, the Committee may act upon requests to fill vacancies arising between Congregational meetings in accordance with this document. Chaired by Past Chair of Council. Members approved by Council.

2.4 Chairs of Committees are to be elected at the Annual Congregational Meeting (ACM).

2.5 The Congregation may also elect Co-Chairs who will have the right to vote at Council only in the event that the corresponding Chair is absent. Chairs may delegate and share other responsibilities with other members of the Committee.

2.6 The other organizations represented on Council will select their own representatives to Council.

3. Meetings

3.1 Congregational Meetings. The members of the Congregation shall meet annually, and more frequently if they deem it advisable. The Annual Congregational Meeting (ACM) shall be held as early as possible after the last day of December (fiscal year end).

3.2 At the start of the ACM, the Minister, or the Chair of Council will call for nominations for a new Congregational Chair and meeting Secretary. Once nominated and accepted, the Congregational Chair will act in that capacity for a term of one year for the purpose of chairing the ACM as well as any additional Congregational meetings that might be called between the regularly scheduled ACMs.

3.3 Congregational meetings may be called by the elected Chair of the ACM, or by the Minister, or by other authority as listed in the 'Local Ministry Unit', Section B, para 5.3.1 of the UCC Manual.

3.4 Council Meetings. Council shall strive to meet on a regular basis except in summer. Meetings provide a regular forum to receive proposals and input. All interested persons may attend; however, only Council members are entitled to vote at the meetings. Council meetings are open to all Members and Adherents, except only when Council expressly votes to deliberate in a closed session because of the confidential or highly sensitive nature of the matter to be considered. Interested parties wishing to bring an issue for discussion could be asked to notify the Chair of Council or Chair of the Committee, as the case may be, in advance of the meeting.

4. Membership of Congregation, Council and Committees

4.1 Members of the Congregation are those admitted to full membership as described in the UCC Manual. Adherents are those persons who are attached to the Congregation, but have not been asked or have not chosen to be full members of Riverside.

4.2 The majority of Council members must be members of the Congregation, and will act as Church Court at the level of this pastoral charge. Only Members are eligible for nomination as elected Chair and Chair-Elect of Council.

4.3 Both Members and Adherents may be nominated to the positions of Secretary and Treasurer, and may volunteer as Committee Members.

4.4 Members and Adherents may serve on more than one Committee, and may act as Chair or Co-Chair on an interim basis for one or more Committees.

4.5 Secretary and Chairs and Co-Chairs of Committees may serve no more than three consecutive years at one time in the same position. Council Chair, Vice-Chair and Past Chair shall serve a two-year term in their respective positions, subject to ratification by the Congregation at the ACM.

4.6 Treasurers may serve at the will of the Congregation.

4.7 Persons in elected positions must be re-elected annually.

4.8 Vacancies in elected positions may be filled through appointment by Council, but are subject to confirmation at the next Congregational meeting.

4.9 As Council is responsible for the oversight of the spiritual interests of the Congregation, Council members are expected to engage actively in the life of the Congregation.

4.10 Ministry Personnel are ex officio members of all Committees except Ministry and Personnel.

5. Voting and Eligibility

5.1 Voting privileges at Riverside are extended to Members and Adherents of Riverside, except that Adherents may not vote in respect of the following:

- choosing a Minister;
- the order of worship; or
- the discipline of the Church.

5.2 In addition to the required attendance of at least one member of the Executive Committee and one from the Order of Ministry (consistent with the UCC Manual), a quorum of one-third of the elected members of Council is required for any motion to be valid.

5.3 Decisions of the Congregation, Council and Committees shall be made by majority vote, except as noted in paragraph 7.1.

5.4 Chairs of meetings of Council or the Congregation may not vote, except in the event of a tie.

5.5 Visiting representatives of Presbytery may not vote at Council or Congregational meetings.

6. Roles and Responsibilities

6.1 The Congregation of Riverside United Church retains final authority in matters related to the Pastoral Charge. However, Council is delegated to act on its behalf throughout the church year.

6.2 In order for the total ministry of the Congregation to be addressed, the responsibilities of the Session, Stewards and Official Board, as outlined in the UCC Manual, are assigned to Council and its Committees. Council is responsible for exercising leadership in the care and oversight of the spiritual life and interests of the Congregation as outlined in the 'Local Ministry Unit', Section B, para 7.4 of the UCC Manual.

6.3 Council, Committees and the Board of Trustees are empowered and accountable to fulfill the duties as outlined in Parts B and C of this document, as amended from time to time by Council or the Congregation.

6.4 In addition to the duties outlined in Part B, Committees are responsible for preparation of minutes of meetings, an annual report and a proposal for an annual budget of expenses. Committees shall keep minutes of meetings. Other than for the Ministry and Personnel Committee, copies of minutes and reports should be available for Council and the church office. Committees are to be mindful of the implementation of their decisions on the work of other Committees, and are to coordinate with them.

6.5 Budgets and annual reports are to be reviewed and recommended by Council and presented at the Annual Congregational Meeting. Expenditures of the various funds of the church are subject to the annual budgeting process.

6.6 Council shall receive for consideration any proposed policy originating from any Committee, Member or Adherent. Upon recommendation for approval of a policy by Council, such policy shall be brought to the Congregation for final approval in the event that the policy is deemed, at the discretion of Council, to be of such significance that consideration by the Congregation is desired.

6.7 A Member or Adherent may bring a matter of concern in writing to Council.

6.8 As outlined in the UCC Manual, any change in pastoral relationships is a matter for the Congregation as a whole, and not within the mandate of the Council.

6.9 The Board of Trustees is to operate in accordance with stipulations listed in the most recent version of the UCC Manual, to administer the church property in trust for purposes as directed by the Congregation. Minutes are to be taken of regular meetings.

7. Amendments

7.1 A recommendation to Presbytery for any amendment to this governance document, other than to Parts B and C, shall be made only upon a 2/3rds majority vote at a Congregational meeting, notice of which is required in accordance with the same rule in the UCC Manual that applies to the election of members of Council.

7.2 Substantive changes to the Terms of Reference of Officers, Committees, the Board of Trustees, and other organizations as outlined in Parts B and C of this document may be made by the Congregation, or by Council subject to approval by the Congregation. Minor or non-substantive changes to Parts B or C may be made by Council, and will be reported to the Congregation at a Congregational meeting.

Part B: Riverside United Church Organization & Terms of Reference

8. Terms of Reference for the Church Council/Chair, Council

8.1 Church Council

Mandate: As the Court of the Pastoral Charge, the Church Council shall be generally responsible for exercising leadership in the care and oversight of the spiritual life and interests of the Pastoral Charge, and managing the affairs of the Congregation effectively and efficiently.

Membership:

- Ministry Personnel (ex officio) and one of the lay representatives to Presbytery;
- Elected Officers, being the Chair, Chair-Elect, Secretary, Treasurer;
- A Trustee who is also a member of the Joint Holding Corporation;
- Elected Chairs (or designated alternates in their absence) of Committees;
 - Includes Past Chair of Council (re: Nominating Committee);
- Representation from both the Joint Long-Term Planning Committee and the Joint Use and Management Committee;
- Chairs/representatives of “other organizations of the Pastoral Charge” approved by the Congregation, such as a Youth representative;
- Additional members at large as determined by the Congregation.

Meetings: Regular monthly meetings except during July and August. Additional meetings at the call of the Chair.

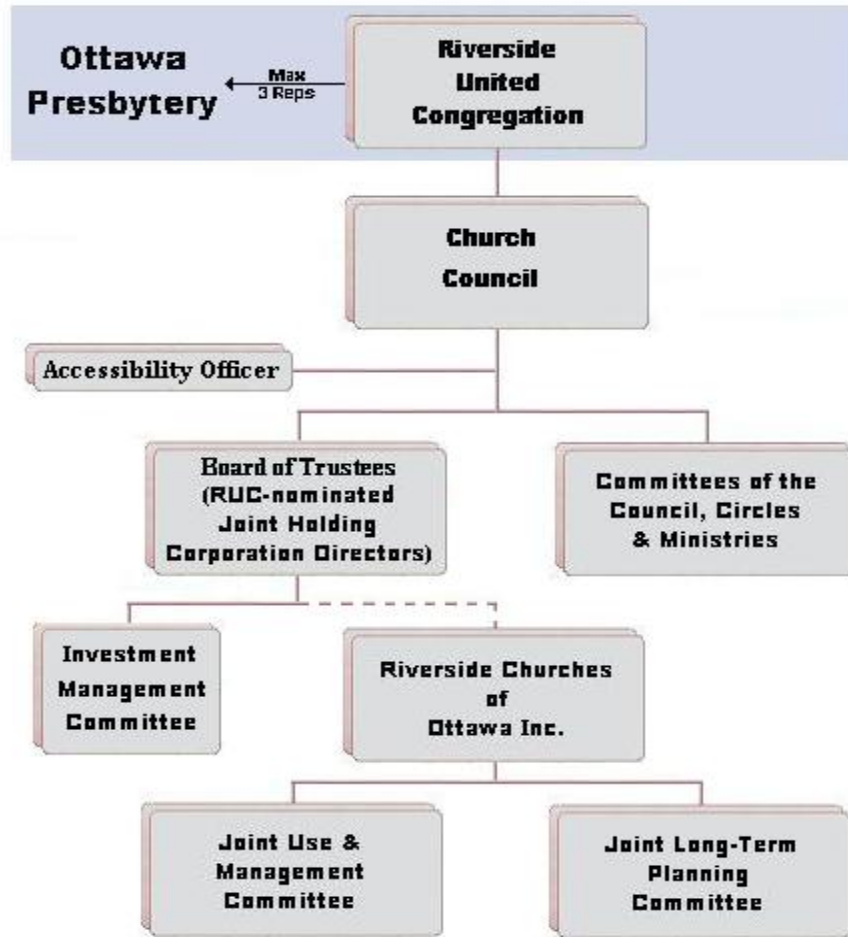
Responsibilities:

- Assuring the sound administration of all aspects of the Congregation, including the oversight of membership, members conduct, administration of sacraments, religious training and fellowship work, the order of worship, care of the poor and visitation of the sick, and Pastoral Charge Outreach in evangelism and social action;
- Function as the primary Court of the Church in accordance with the 'Local Ministry Unit', Section B, para 7.4 of the UCC Manual;
- Liaison with Presbytery;
- Fulfillment of the responsibilities of the Stewardship Committee as set out in the 'Local Ministry Unit', Section B, para 7.8.6 of the UCC Manual; the Stewardship Committee is responsible for the overall stewardship level of the Pastoral Charge so that its full potential may be realized.

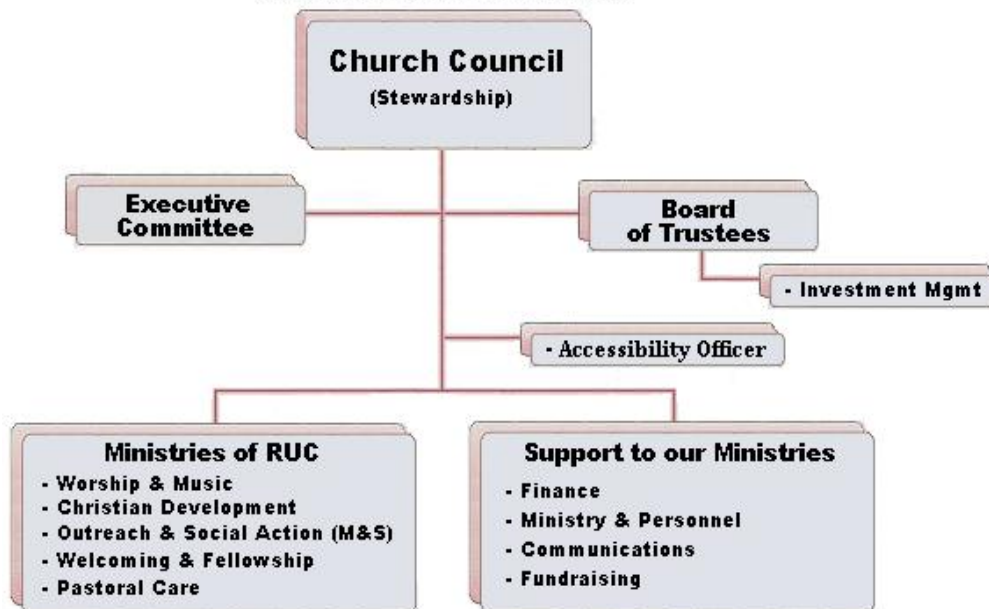
8.2 Chair, Council**Responsibilities:**

- Act as a leading representative of the Church Congregation on all matters:
 - By acting as spokesperson for Council both within the Congregation and the wider community;
 - By responding to correspondence from outside agencies, organizations and groups;
 - By consulting with the Minister on matters concerning the Congregation and Council; and
 - By placing notices in the Church bulletin and/or on the website from time to time to keep the Congregation informed of Church business.
- Explore the directions of the Church vision (being mindful of the Riverside Mission Statement) with the Minister and Council, including opportunities for brainstorming and retreats.
- Coordinate the planning of the Church year in conjunction with the Minister and Council.
- Maintain contact with all members of Council including the Committee Chairs and be aware of the work in the Committees/Chairs.
- Accept input from all Congregational members.
- Convene, prepare the agenda and chair regular Council meetings;
- Convene and chair Council Executive meetings (Chair, Chair-Elect, Treasurer, Secretary, Past-Chair, Chair of Ministry and Personnel, Minister) dealing with all matters, particularly budget and personnel issues.
- Keep abreast of the financial situation of the Church by maintaining contact with the Finance Committee, Treasurer and Board of Trustees.
- Be an ex officio member of all Committees.
- Identify positions of trust for which police records checks should be obtained. Receive and retain as confidential the results of all police records checks in respect of church volunteers.

RUC GOVERNANCE UNDER A CHURCH COUNCIL



COUNCIL STRUCTURE



9. Terms of Reference for the Board of Trustees & the Investment Management Committee (IMC)

9.1 Board of Trustees:

Mandate: The Riverside United Church Board of Trustees exists to oversee the care and management of the church property and physical assets, in trust, as directed by Church Council in accordance with the wishes of the Congregation. The membership, organization, powers, responsibilities and duties of the Board are as described in the UCC Manual as may be amended from time to time. Given the unique situation where the actual church property is held by Riverside Churches of Ottawa Inc., four of the members of the Riverside Board of Trustees are also appointed as the RUC representatives on the Board of Directors of the Joint Holding Corporation, Riverside Churches of Ottawa, Inc.

Membership:

- Chair
- Elected members (currently four)
- Minister (ex officio)

Meetings: As required at the call of the Chair.

Responsibilities: Responsible to Council to ensure effective administration of the church property and assets of Riverside United Church.

- Direction and oversight of the Investment Management Committee.

9.2 Investment Management Committee (IMC)

Mandate: The prudent investment of the Congregation's investment funds.

Membership: The IMC is a sub-committee of the Board of Trustees, whose membership shall be determined from time to time by the Board of Trustees, comprising at least two Trustees and the Treasurer, and two members from the Congregation who bring investment expertise, for a total of five members. The Chair of the IMC shall be a Trustee.

Responsibilities:

- Establishing a process and selection criteria for engaging an advisor(s).
- Holding, investing and administering all monies designated for long-term investment on behalf of the Congregation.
- Maintaining records of investments, receipts and disbursements, and other transactions relating to the Fund in order to present summary reports to Council and the Annual Congregational Meeting.
- Reviewing the overall performance of the funds against the relevant benchmarks and stated Investment Objectives, including compliance with the asset mix parameters, on a semi-annual basis.
- The IMC shall review the Investment Policy Statement at least annually and may recommend changes to the Policy at any time if a change in direction is warranted.

10. Terms of Reference for Council Officers, other Officers and Committees

10.1 Chair-Elect of Council

Responsibilities:

- Assist the Chair in all functions with specific responsibility in the following areas:
 - to ensure that preparations are made for the ACM and that reports are submitted;
 - to ensure that Chairs are in place for special events or to coordinate with the Chair, Welcoming and Fellowship;
 - to ensure that statistical reports are completed annually for the United Church of Canada.
- To stand in for the Chair at Council meetings or at Committee meetings in the absence of the Chair and when otherwise requested by the Chair.
- To become familiar with the work and the activities of the Committees.
- To keep abreast of the financial situation by maintaining contact with the Finance Committee and Treasurer.

10.2 Council Secretary

Responsibilities:

- Preparation of draft minutes of all meetings of Council.
- Timely reporting to Council of draft minutes.
- Preparation of final version of minutes, as accepted by Council.
- Facilitation and allocation of enquiries from the Congregation to Council and/or the appropriate Chair.
- Support to the Chair in the management of correspondence on behalf of Council.

10.3 Accessibility Officer (mandated by Province of Ontario Legislation)

Responsibilities:

- To monitor the implementation of, and changes to the Provincial Accessibility of Ontarians with Disabilities (AODA) Act and ensure compliance as necessary and appropriate by RUC.
- To be a member of the Joint Use and Management Committee, as one of RUC's four representatives.
- To provide information to, and receive comments or concerns from the Congregation regarding issues of accessibility of the church building, facilities, services and programs.
- To provide advice on the priority of spending of any funds specifically designated for accessibility projects.
- To educate office-bearers and Congregation members on accessibility issues and inclusion of persons with disabilities in all programs and services offered by RUC.
- To liaise as appropriate with the Chair of Council and other Committees.

- To provide regular accessibility issue progress reports to Council in one of the following ways:
 - as the RUC Joint Use and Management Committee Representative on Council; or if a different person is that Representative,
 - through the Joint Use and Management Committee Representative on Council, or
 - as a Member of Council in any other capacity, including a Member at Large appointed to Council.
- To prepare an annual report to Council and the Congregation to be included in the Church Annual Report on accessibility issues and progress to address concerns.

10.4 Treasurer

Responsibilities:

- To be an active member of the Finance Committee and the Investment Management Committee;
- To attend Finance Committee meetings and present the financial report to the Committee for their review and comment prior to presentation to Council.
- To provide regular information and updates to the Finance Committee on unusual items and issues requiring their input and/or approval;
- To meet with the External Auditor both before and after their annual review of the financial statements of the Church;
- To ensure:
 - timely payment of all invoices including payroll and payroll remittances;
 - the appropriate entry of all journal entries into the Congregation's financial records;
 - the set-up of an accounting system and new accounts as required;
 - the review and approval of monthly bank reconciliations;
 - the production of the monthly financial statements for presentation to Council;
 - the preparation of regular reports to Council on the financial status;
 - the provision of periodic reports to Chairs on their expenditures;
 - the provision to the Ministry and Personnel Committee of information required for personnel issues;
 - the preparation of financial statements and working papers for review by the external accountants at year-end and interaction with the accountants undertaking the year-end review;
 - the preparation and issue as required of charitable receipts and all reports required by government;
 - the preparation of T4s for employees and the annual T4 Summary;
 - the determination of appropriate deductions and remittances to CRA, and ensuring remittances are made promptly as required by CRA;

- the provision of cash and investment management under the direction of the Finance and Investment Management Committees.

10.5 Committees – General

All committees are responsible to develop plans or objectives for the year, prepare and submit to the Chair of Finance an annual budget and maintain minutes of their meetings. Committees are permitted to make decisions within the framework of their budgets and terms of reference, but are not permitted to make other, extraordinary, financial decisions. Chairs of Committees may bring to Council financial and other proposals not provided for in their annual plans and budgets after consultations with the Finance Committee. Only Council is empowered to make extraordinary financial decisions. All funds of the church are the responsibility of Council.

10.6 Executive Committee

Mandate: Establish agenda, set priorities, and make decisions on behalf of Council between meetings, as required.

Membership: Chair

Chair-Elect

Treasurer

Secretary

Past Chair

Chair of Ministry and Personnel

Minister

Responsibilities:

- Provide advice to the Minister on spiritual and temporal matters, as requested;
- Make decisions on day-to-day matters, specifically scheduling events, allocating resources consistent with approved budgets, and addressing issues brought forward by the Ministry and Personnel Committee, with the outcomes to be reported to Council using a consent agenda;
- Act on behalf of Council between meetings on other matters within the authorities specifically delegated to it by Council, with outcomes to be reported to Council for discussion and concurrence. (Note: It is understood that Council will not delegate to the Executive Committee any authorities specifically reserved to it in this document or in other Riverside United Church policies.)

10.7 Nominating Committee

Mandate: In consultation with the Minister, Officers of the Church and Chairs of Committees, to identify and bring forward for consideration at the Annual Congregational Meeting, new/replacement candidates for key positions on Council and for other aspects of the church governance (e.g., Presbytery Representatives, Trustees, etc.).

Membership: Chair (Immediate Past-Chair of Council)

Other members as needed

Responsibilities:

- The Committee will make recommendations to Council to fill Committee vacancies that may occur within the year. At the request of a Chair, the Committee will assist in the identification of potential members to the Chair. Potential members will be contacted to determine their interest;
- To recommend Delegates and Alternates to represent Riverside United Church at the Ottawa Presbytery.

10.8 Stewardship Committee

Mandate: The overall stewardship of the Pastoral Charge.

Membership: The Council as a whole will fulfill the responsibilities of a Stewardship Committee. All the work of the church is stewardship, as we share and care for God's gifts.

Responsibilities:

- Co-coordinating various programs and projects striving to reach the full potential of spiritual and financial gifts of the Congregation;
- Offering leadership in communication to the Congregation of the financial needs and goals of the Congregation;
- Planning annual/regular stewardship campaigns.
- In conjunction with the Outreach and Social Action Network, promoting support of the Mission and Service Fund;
- Through the Fund Raising Network, assuring the co-ordination of fund-raising programs and events in the life of the Congregation.

10.9 Christian Development Committee

Mandate: To maintain and foster Sunday School, Youth, Adult and Intergenerational faith learning.

Membership: Chair

One parent of Sunday School aged children

One parent of Youth Group children

Sunday School and Youth Ministry Coordinators

One Sunday School teacher

RUC Minister

Member(s) at large

Responsibilities:

- To maintain and develop programs and resources for Christian Development;
- To foster ongoing two-way communication with the Congregation for the purpose of understanding and helping to meet spiritual development needs;
- To provide advice and support to staff persons working in the area of Christian Development, and Other Christian development activities as endorsed by Council.

10.10 Communications Committee

Mandate: To provide advice, guidance and support to Council in the production and release of church communications that are meant to inform the Congregation, the community and the media about religious, social and recreational activities at Riverside United Church.

Membership: Chair

Webmaster

Newsletter (RU Connected) Editor (ex-officio)

Other members as necessary

Responsibilities:

- To provide effective production, management and support for both regular and periodic communications media, practices and procedures. “Media” encompasses routine communications items (bulletins, inserts, weekly announcements, the church Newsletter, fliers, signs, and annual bazaar and garage sale promotional material, etc.);
- To research and advise Council on measures to improve the cost-effectiveness and efficiency of church communications;
- To ensure the creation and maintenance of a website;
- To ensure the creation and maintenance of Bulletin Boards.

10.11 Welcoming and Fellowship Committee

Mandate: To promote a welcoming environment at Riverside United Church.

Membership: Chair

Other Members: e.g. representatives of various individual events

Responsibilities:

- To develop ways to welcome visitors and newcomers to the Congregation;
- To coordinate the schedule and provision of coffee and fellowship following worship;
- To coordinate “event circles” to organize various luncheons following worship throughout the year;
- To facilitate other social/intergenerational events within the Congregation;
- To raise issues & ideas about welcoming within the building with the Joint Use and Management Committee.

10.12 Chair, Finance

Responsibilities:

- To chair Finance Committee meetings;
- To ensure adequate internal controls exist within the Church finance function;
- To prepare an annual report to Council and the Congregation on financial activities and performance of the Church;
- To coordinate the budget process;
- To approve donations in kind in consultation with the Finance Committee;

- To liaise, as appropriate, with the Chair, Treasurer, Envelope Steward and weekly counters;
- To ensure the recording of weekly donations, PAR monthly contributions and all other tax-deductible contributions in a manner that preserves the confidentiality of the information;
- To ensure maintenance of a long-term record of donations designed to satisfy whatever audits may occur.

10.13 Finance Committee

Mandate: To provide for financial stewardship of the assets and for the financial operations of the Church.

Membership: Chair (elected)

Secretary (Appointed by Committee)

Envelope Steward (Appointed by Committee)

Treasurer (elected)

Other members as required

Responsibilities:

- To ensure the Church's current financial resources are properly managed and that proper accounting and controls are in place;
- To encourage contributions to the Church and to administer the available finances in the best interests of the Church Members and Adherents;
- To monitor and assess financial management performance including review by an External Auditor appointed at the Annual Congregational Meeting;
- To assist Committees in the preparation of their budgets;
- To review the forecast of expenditures for each of the Committees, forecast anticipated receipts and prepare an overall financial budget for the Church;
- To hold regular meetings except during the summer;
- To ensure that appropriate controls and procedures are in place and implemented by the Treasurer and Envelope Secretary;
- To advise the Treasurer as necessary;
- To liaise with Committees and other groups regarding fundraising activities, to assist and ensure administrative matters are appropriately considered;
- To approve the establishment of bank accounts and name the signing officers for each account;
- To manage the operating funds in a manner to optimize the return and cash management flexibility;
- To maintain communications with the Joint Use and Management Committee and Investment Management Committee;
- To recommend financial policies to Council and to approve financial practices;
- To ensure adequate numbers of counters for revenues coming into the Church.

10.14 Ministry and Personnel Committee

Mandate: To provide a confidential and consultative body that supports the pastoral relationship. It recognizes that the work of the paid ministry personnel is only a part of the work of ministry that takes place in the Pastoral Charge. The M&P Committee is responsible for the other paid staff positions within the Pastoral Charge. It oversees the Pastoral Charge ministry, particularly in the roles of paid and volunteer leaders. This is a mandatory Committee required by the by-laws of the United Church of Canada in every Pastoral Charge.

Membership: Not less than three (3) and not more than seven (7) members, consisting of:

Chair

Other members as needed

(Note: Members of the staff of the Pastoral Charge, including members of the Order of Ministry, shall not be members of this Committee, and the Committee shall not replace the Joint Search Committee in the event of a change in the pastoral relationship or a staff vacancy.)

Required knowledge and skills:

- Knowledge of United Church policies and practices;
- Good inter-personal and communication skills;
- Experience within the organization of the Pastoral Charge;
- Human resources or personnel training or experience; and
- Conflict resolution skills.

Responsibilities:

- To provide a consultative and supportive agency for the staff of the Pastoral Charge and for members and adherents of the Congregation;
- To review working conditions and remuneration for the staff of the Pastoral Charge and make appropriate recommendations to Council;
- To oversee the relationship of the staff of the Pastoral Charge to members of the Congregation and others;
- To oversee the relationship between and among different members of the staff of the Pastoral Charge with respect to their responsibilities and authority;
- To consult with all members of the staff of the Pastoral Charge about their plans for continuing education and ensure that those eligible avail themselves of the provisions for continuing education and that money and time are made available;
- To review and evaluate annually the effectiveness of the staff of the Pastoral Charge;
- To maintain close liaison with Presbytery Pastoral Relations Committee;
- To review regularly the responsibility of all of the staff of the Pastoral Charge and revise position descriptions when required or requested;
- To ensure all regulatory requirements are being met (i.e., EI, CPP, Workers' Compensation, Health & Safety, Employment Equity, etc.);

- To receive for each Ministry Personnel settled in or called to the Pastoral Charge a current police records check; and
- To hold quarterly meetings or more frequently as required.

10.15 Outreach and Social Action Network

(Note: The Outreach and Social Action Network has the same authority as a Committee. It is comprised of various teams and individuals responsible for Outreach and Social Action programs and activities.)

Mandate: To be responsible for ways and means, within the limits of the Congregation, of helping to alleviate social needs within the Congregation and community, locally, nationally and internationally.

Membership: Chair

Secretary

Other members as needed

Responsibilities:

- To promote awareness of and discussion of current social and ethical issues from a Christian perspective;
- To establish and promote service and outreach outside the Congregational community;
- To assess appropriateness and coordinate timing of outreach appeals;
- To inform the Congregation of the work done through the Mission and Service Fund.

10.16 Pastoral Care Committee

Mandate: To administer a program that addresses the pastoral needs and concerns of the Congregation, which includes both spiritual and practical support consistent with the resources.

Membership: Chair

Pastoral Care Visitors

Other members as needed

Responsibilities:

- To prepare realistic annual goals and objectives;
- To provide on-going contact with households under pastoral care;
- To recruit Pastoral Care visitors;
- To send out cards for comfort and support;
- To encourage on-going education for Pastoral Care Committee members through Presbytery, courses and workshops provided internally or through external organizations;
- To work closely with the Minister to ensure that Pastoral Care concerns are being identified and looked after;
- To plan special worship services that address specific pastoral needs and concerns in communication with the Worship Committee;
- To arrange for food or transportation for members of the Congregation;

- To arrange for receptions following funerals and memorial services.

Pastoral Care is a church function that encompasses more than these practical responsibilities. There is human and spiritual support that involves good listening, compassionate response and mature insight. Some confidentiality is involved and individuals on this Committee will need to understand that their role is as a friend, and not a counsellor. Members are encouraged to participate in training.

10.17 Worship and Music Committee

Mandate: To promote and provide meaningful worship and religious development for all Members and Adherents of the Congregation.

Membership: Chair

Organist/Choir Director and/or Music Committee Coordinator
Other Committee Members as required.

Responsibilities:

- To offer input and feedback on the worship practice and schedule of the Congregation;
- To arrange appropriate support for worship services;
- To develop policies regarding worship services for recommendation to Council;
- To recommend all requests for baptism and weddings;
- To act as support and contact for special services;
- To support the Minister in administration of the Sacraments of Baptism and Communion;
- To arrange for pulpit and organist supply
- To establish procedures for a supply Minister when the Minister is unavailable due to an emergency or planned absence.

10.18 Fund Raising Network

Mandate: To co-ordinate the raising of funds to support church operations

Membership: Co-ordinator

Other members as needed

Responsibilities:

- To lead initiatives to solicit ideas for and to develop fund raising activities;
- To encourage those with proposals for a fund-raising activity to organize the activity but, where this is not possible, to find volunteers to take the lead role;
- To prepare a schedule of fund-raising activities throughout the year. To the degree possible, spread these activities throughout the year so that there is not unreasonable overlap of activities that requires heavy involvement of volunteers or that places heavy demands on the Congregation;
- To ensure that space in the church required for the activities is reserved as far in advance as possible to avoid conflicts with other church activities and with outside organizations that rent space in the church building;

- To keep the Communications Committee informed of fund-raising activities to ensure adequate publicity is given to events, specifically including coverage on the church's web site and newsletters;
- To report to Council as appropriate.

10.19 Circles

It is anticipated that the ministries of the Congregation and the work of Council will be facilitated by a number of 'Circles'. The concept behind 'Circles' is to encourage and support members and adherents of the Congregation in creatively contributing to the life and work of Riverside United Church, without having to be a formal member of a permanent committee.

Anyone wishing to organize or run an event, activity or contribute to a ministry is encouraged to do so. This is not really a new idea as it is already an established tradition at RUC. The difference is that in our new governance structure we want to encourage the people involved simply to let an appropriate, related committee know what they are planning.

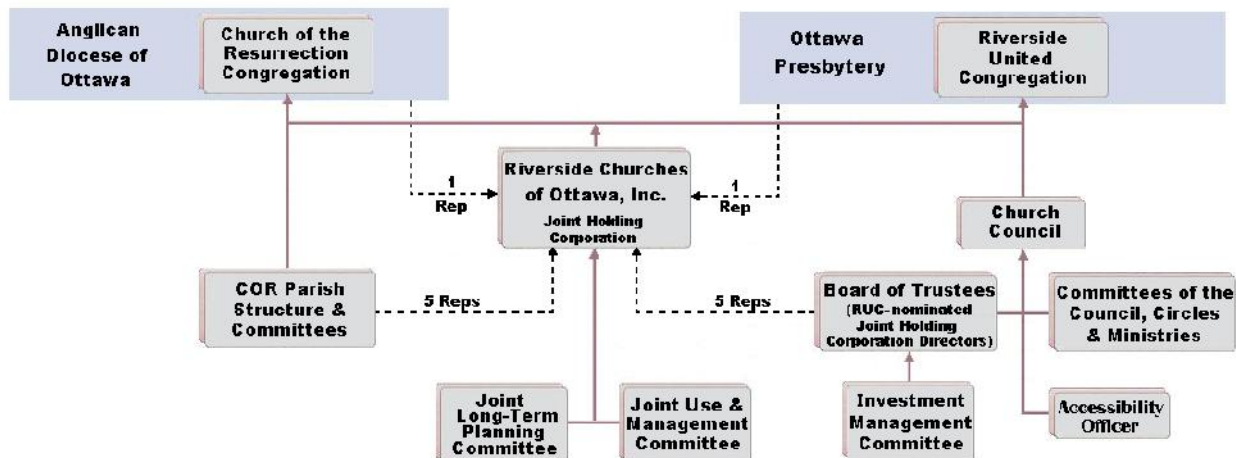
Feedback and support may be obtained from that committee, if desired, and the activity planners may choose to attend committee meetings during the planning stages of the event, but are not required to do so.

The circles may be short-lived, long-lived, one time only, one person or many...the definition is deliberately being left flexible to encourage new and innovative, as well as well-established activities to occur.

The only rule of thumb is that an official church activity should be made known to Council through an appropriate committee, so that it can obtain proper recognition and support. We think that in most cases it will be clear which committee would be the right liaison body. At the beginning, as we get used to the new governance structure, some questions may occur in this regard. If so, either the Minister or the Chair of Council will be able to provide guidance as to which committee would be appropriate.

Part C: Riverside Churches of Ottawa (Joint organizations providing oversight of Riverside United Church (RUC) and the Anglican Church of the Resurrection (COR) shared property and facilities)

RUC/COR GOVERNANCE WITH SHARED FACILITIES



11. Riverside Churches of Ottawa Inc. (Joint Holding Corporation)

Mandate: The lands and buildings located at 3191 Riverside Drive, Ottawa were jointly developed by the United Church of Canada and the Anglican Church of Canada to serve the ministries of the two churches out of one jointly owned and operated location. Riverside Churches of Ottawa Inc. was developed to be the legal entity to hold and operate the property. Riverside Churches of Ottawa Inc. is administered by a Board of Directors commonly referred to as the Joint Holding Corporation.

The Board of Directors oversees two committees, the Joint Use and Management Committee and the Joint Long-Term Planning Committee, both of which have equal RUC/COR representation. The day to day management of Church assets is delegated to the former committee, commonly referred to as “Joint Use”, with the consideration of major expenditures reserved for the Board while recognizing that the final decision-making authorities for all expenditures are the two Congregations to which the Board is accountable, RUC and the Anglican Church of the Resurrection (COR).

Board Composition: Four representatives named by each Congregation, the Clergy, a representative named by Ottawa Presbytery, a representative named by Ottawa Diocese, and a Treasurer and a Secretary who are appointed by the Board. The Chair is appointed annually and alternates between the two Congregations.

RUC elects its representatives at the Annual Congregational Meeting.

Meetings: At least once annually plus at the call of the Chair.

Responsibilities:

- operation of the Corporation and the effective management of its assets for the shareholders (the two Churches);
- financial management of Riverside Churches of Ottawa Inc.;
- approving financial statements of Riverside Churches of Ottawa Inc.;
- approving operating plans where significant changes (e.g., a change of 15% or more) are contemplated;
- reviewing and approving major new expenditures (e.g. amounts of \$10,000 or more); and
- resolving matters of dispute.

11.1 Joint Use and Management Committee (Sub-committee of Riverside Churches of Ottawa Inc.)

Mandate: To oversee the care and management of the physical assets of Riverside Churches of Ottawa which houses Riverside United Church (RUC) and the Anglican Church of the Resurrection (COR).

Membership: Four representatives, plus Clergy from each Congregation, plus Treasurer of the Joint Holding Corporation. The Chair and Secretary are appointed by the Committee with the Chair alternating between RUC and COR. RUC representatives are elected by the Congregation at the Annual Congregational Meeting.

One RUC representative to the Joint Use and Management Committee is designated to sit on RUC Council. If the RUC Accessibility Officer is not a member of Council, then that Joint Use and Management Committee representative who sits on RUC Council is appointed to bring RUC accessibility issues to Council.

Meetings: Normally meets monthly except during the summer.

Responsibilities: Responsible for the day-to-day operation of the assets including, but not limited to;

- allocation of space and use of the facility;
- planning and operation of the facility including operating budgets, and repair and maintenance programs;
- contracting for services;
- liaising with employee(s) of Riverside Churches of Ottawa Inc.;
- security;
- maintenance and repairs;
- consulting with the Congregations in the development of plans, budgets and changes to policies;
- reporting periodically to the Board of Directors;
- coordinating (establishing, supervising and dissolving) sub-committees as required; and
- in consultation with the Congregations, developing for review and approval of the Board of Directors, plans for major new expenditures.

11.2 Joint Long-Term Planning Committee (Sub-committee of Riverside Churches of Ottawa Inc.)

Mandate: Plan for future investment in the physical assets of Riverside Churches of Ottawa on behalf of RUC and COR.

Membership:

- Four lay representatives from each Congregation; one member from each Congregation should also be a Director of Riverside Churches of Ottawa Inc.
- One member should be a regular member of the Joint Use and Management Committee.
- The membership should collectively have the following skills and competencies:
 - Technical knowledge of engineering/architecture.
 - Knowledge of strategic planning and project management.
 - Knowledge of fund-raising.
 - Familiarity with the spiritual life of the churches, and the future direction of their ministries.
- Clergy and the Treasurer of Riverside Churches of Ottawa Inc. are ex officio members.

Responsibilities:

- Facilitate a process to support the two Congregations as they articulate visions for their future ministries;
- Develop strategies for capital investments to improve, update, renovate, and/or expand the physical plant of the church, consistent with the development of the ministries of the two Congregations;
- Provide leadership with respect to the following, in cooperation with other governing bodies:
 - The development and implementation of specific plans for capital improvement projects;
 - The development and implementation of a capital fund-raising campaign, should the two Congregations and the Joint Holding Corporation decide to do so;
- Maintain a close working relationship with the Joint Use and Management Committee to ensure that the long term development of the church building is aligned with its current operations and management.



