

**Governance for Arnold Community Church**  
Beginning the Conversation

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## GS GOVERNANCE STRUCTURE

### GS1 OVERALL CHURCH STRUCTURE

The image of a tree helps us see the Church as organic and growing. It also helps us see the different elements or components of the Church. The membership is the roots and support for the Church but the membership (congregation) is also at the very top of the picture. The Elder Team (ET) is the trunk. The ET delegates authority to the Lead Pastor so we see him as the support for the branches. Core ministry leaders and pastoral staff are the primary branches. Ministries Teams continue to branch out of the core ministry areas and ultimately, to the congregation who bears fruit. Ultimately, we see Jesus Christ as head of the Church and giving life by the Holy Spirit to the entire structure.

**Congregation** – bearing fruit as parts of the local body of Christ

**Staff** – the branches that support the lay leaders and the congregation

**Lead Pastor** – the only staff member directly accountable to the ET

**The Elder team** – the “trunk” or bridge between the congregation (roots) and the lead pastor/staff

**All are Rooted in Christ-** we want to live in the awareness that Christ is the sustainer, leader and focus of all that is done at ACC.



**GS1 – 1 Key Definitions:**

The following definitions are taken from “Governance Matters” by Les Stalke.

*Authority:* In an organization authorization is the formal or informal transfer of power from one level to another.

*Responsibility:* In an organization responsibility describes the purpose of a position within the organization.

*Accountability:* In an organization accountability serves two primary functions: 1) It monitors whether the responsibility and authority delegated to a person or a group is balanced and if necessary, makes a correction. 2) It measures whether expectations of responsibility were achieved without overstepping the limitations of authority. ie. It determines that goals have been achieved and standards kept within the available resources.

## **GS2- Roles**

### **GS2 – 1 Role of the Membership/ Congregation:**

Arnold Community Church is a fellowship of believers, baptized and organized for worship, fellowship, nurture, service and witness. In the church, every member is to be concerned for the welfare of fellow members, and is to intercede for them in prayer. Believers are encouraged to live a life of discipleship and to progress toward spiritual maturity so that the church will glorify God in the world. The role of the congregation is to love God, engage and own the core values of ACC, and use their gifts and resources to fulfill the mission God has given ACC.

#### **Composition:**

ACC will be composed of members and non-members. Only members are allowed to vote.

#### **Authorization:**

This congregation shall operate in accordance with its own Operating Guidelines, making decisions in regard to its ministries, calling its Pastor(s), after consulting with British Columbia Mennonite Brethren (BCMB), and retaining authority in all other matters that have not been committed to the BCMB in their Constitution or by subsequent policies. The title deed for the Arnold Community Church (ACC) property is held with the BCMB. The authority of the membership shall be vested in the congregational meetings.

#### **Authority:**

All authority for ministry and administration originates with the membership and is delegated to the Elder Team and through the Elder Team to the Pastoral staff, support staff and volunteers of congregation.

#### **Accountability:**

- To Jesus Christ who is the head of the church
- To the BCMB for doctrine and property development
- To Government of Canada on all issues related to civil and federal law

#### **Key Functions:**

- Meet at least once per year.
- The congregation shall have an Annual General Meeting at least once per year within 60 days after the close of the financial fiscal year.
- To approve the yearly budget.
- Affirm pastoral staff.
- Transfer authority to ET regarding vision, strategic planning and accountability of staff and ministry leaders. This is done through the Operation Guidelines.
- To foster and model an attitude of Christlikeness and unity.

#### **Key Relationships:**

- With the Elder Team.
- With the BCMB.
- With the Canadian Conference of Mennonite Brethren Churches.

## **GS2 – 2 Role of the Elder team (ET):**

### **Preamble:**

ACC entrusts the governance of the congregation to a board known as the Elder team. This board will be responsible for the execution, monitoring and measuring the vision of ACC.

### **Definition:**

The Elder Team shall be entrusted with the general governance responsibility of the life and activities of the congregation. The role of the ET is to provide leadership to the congregation ensuring that everything is done in accordance with God's Word and the faith and practice of the BCMB. It will provide direction, spiritual oversight, monitor outcomes, delegate authority to the Lead Pastor and Ministry Teams, and measure performance and results.

The ET will work with and or create Ministry Teams to assist the ET with its governance.

Ministry Teams consists of Worship and Music, Children's, Youth, Missions, Finance, Hospitality. The Elder Team shall exercise authority as is delegated to it by the Operational Guidelines and the decisions of the congregation.

The main focus of the ET is discerning God's direction and strategically planning in accordance with God's vision.

### **Composition:**

The Elder Team will be composed of the Lead Pastor, the moderator elder, the co-moderator and the elders affirmed by the congregation. The moderator (and co-moderator) will serve as the chairman of the ET. The number of Elders will be based on the number required to carry out the ministry of the church. Affirmed Elders will serve for a three-year term with the option of renewal for one additional term.

### **Authority:**

The ET also must recognize they are also under the authority of God who transfers His authority to the ET. This is not a point of power but of servant leadership as Jesus modeled.

The source of the Elder Team's operational authority is the membership who affirm the Elder Team members. The Elder Team is authorized to fill vacancies on the Elder Team by appointment. This appointment is subject to the affirmation by the membership.

The Elder Team's source of legal/regulatory authority are municipal, provincial and federal government authorities.

The source of ecclesiastical authority is the BCMB.

### **Limitations of Authority:**

In exercising its strategic/operational authority the ET may not cause or allow the congregation to be in violation of the Constitution, Bylaws and Operational Guidelines of ACC.

In exercising its ecclesiastical authority, the ET may not violate the regulations and theological position of the BCMB.

In exercising its moral authority and its legal regulatory authority, the ET may not cause the congregation to be in violation of federal, provincial or municipal laws unless those laws are in direct violation of God's Word.

**Accountability:**

- To God.
- To each other on the ET.
- To the ACC membership.
- To the BCMB in faith and practice of Anabaptist distinctives.

**Key Functions and Expectations:**

- Pray, support and spiritually care for the congregation.
- The ET is the key fiduciary<sup>1</sup> of the Congregation.
- Provide direction and oversight of the congregation.
- Oversee the By-laws and Operating Guidelines and implement any changes as required.
- Provide leadership in establishing goals for the church and global ministries.
- Provide direction in matters of church polity.<sup>2</sup>
- Monitor performance and measure strategic results of the church's vision and staff.
- Oversee the small group ministry of the Church.
- Delegate management authority to the Lead Pastor.

**Key Relationships:**

- With ACC membership.
- With the Lead Pastor.
- With the Ministry Team Chairpersons.

**GS2-3 Roles of the Moderator**

The Moderator (and Co-Moderators) shall preside at all meetings, to their greatest extent possible, of the Elder team and of the congregation.

The role of the Moderator (and Co-Moderators) is to lead the process of decision-making. The Moderator (and Co-Moderators) shall be objective and impartial and shall not lead the discussion to a predetermined conclusion. The Moderator (and Co-Moderators) shall not make or second a motion, speak for or against a motion or vote on a motion, except in the case of a tie.

For any agenda item where he wishes to express a personal opinion and vote a Moderator (and Co-Moderators) may defer to the other Co-Moderator before the agenda item begins. In such

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<sup>1</sup> A **fiduciary** is a person or organization that acts on behalf of another person or persons to manage assets. Essentially, a **fiduciary** owes to that other entity the duties of good faith and trust.

<sup>2</sup> **Polity**: a form or process in governing an organization.

cases the Moderator (and Co-Moderators) shall not lead any portion of the decision-making process.

The Moderator (and Co-Moderators) ensures that each Elder team member has ample opportunity to give an expression of his own opinion and shall ensure that no Elder team member dominates the discussion or demonstrates inappropriate behavior.

### **GS2–4 Role of the Individual Elder team Member**

The primary role of the individual Elder team member is to participate in the process of governance. In preparing for these duties, Elder team members are responsible for their own spiritual growth and are to be in prayer for God’s guidance. Elder team members study information and decision-making materials, participate in discussion and share in the decision-making process of voting.

Individual Elder team members have no authority to act on behalf of ACC as individuals except by specific delegation from the Elder team.

## **GS3- Relationship Descriptions**

### **GS3 – 1 The Elder team/Congregation**

#### **1. Authority:**

All authority for ministry and administration originates with the membership and is delegated to the Elder Team and through the Elder Team to the Pastoral staff, support staff and volunteers of congregation.

The Elder team sources of legal/regulatory authority are municipal, provincial and federal government authorities.

The source of ecclesiastical authority is the British Columbia Mennonite Brethren Conference.

#### **2. Limitations of Authority**

In exercising its strategic/operational authority the Elder team may not cause or allow the congregation to be in violation of the Constitution and Operational Guidelines of ACC.

In exercising its ecclesiastical authority, the Elder team may not violate the regulations and theological position of British Columbia Mennonite Brethren Conference.

In exercising its moral authority and its legal and regulatory authority, the Elder team may not cause the congregation to be in violation of federal, provincial or municipal laws, unless those laws are in violation of God’s Word.

#### **Accountability:**

- To Jesus Christ who is the head of the church

- To the membership of ACC
- To the BCMB for doctrine and property development
- To Government of Canada on all issues related to civil and federal law

### **GS3–2 Co-Moderator/Elder team Relationship Description**

#### **1. Authority**

The Moderator (and Co-Moderators) receives his authority from the membership according to the process delineated in the Operation Guidelines (OG). The source of authority to preside at all meetings of the congregation is the Operational Guidelines.

The membership shall provide the Moderator with the material resources required for that process.

It is possible that the congregation may have two Co-Moderators. In this case, both Co-Moderators would be subject to this relationship description.

#### **2. Limitations of Authority**

In the fulfillment of the responsibilities of this position the Moderator (and Co-Moderators) may not:

- A. Take any action not authorized by the processes delineated in the OG.
- B. Direct the governance decision-making process towards any specific outcome.
- C. Give management direction to the Lead Pastor or staff.
- D. Cause or allow any violations of federal, provincial or municipal laws or the OG of the congregation.
- E. Prevent any proposal from any member of the Elder team from being presented at the next meeting.

#### **3. Responsibilities and Expectations**

The responsibility of the moderator is to lead the governance processes of:

- A. Designing and maintaining Elder team structure and processes
  1. Prepare an agenda for and chair the meetings of the congregation and the Elder team.
  2. Attend every meeting of the congregation and the Elder team to the greatest extent possible.
  3. Ensure that all decisions are documented accurately in minutes, policies and other documents.
  4. Ensure that the Governance Manual reflects current practice.
  5. Discuss the annual review of the governance performance of the ET with the ET and, together with ET, develop a plan to address any concerns and/or failures.
- B. Strategic planning
  1. Lead an annual review of the strategic plan and complete this by the end of the fourth quarter of the ministry year.
  2. Evaluate the strategic results.
  3. Ensure that the strategic plan and results in meeting goals are communicated annually with the congregation.



4. Encourage ET members to prepare spiritually for ET discernment and decisions.
- C. Delegating authority and responsibility to the Lead Pastor
- D. ET accountability
  1. Oversee the flow of all relevant governance information to the members of the congregation and the ET.
  2. Ensure that the requirements of the congregation's accountability to the BCMB Conference and to the government are met.

#### **4. Accountabilities**

- A. The Moderator (and Co-Moderators) is accountable to the congregation through the ET.
- B. The ET is accountable to the Moderator for:
  1. Providing all the authorization and resources required for the responsibilities of the position.
  2. Ensuring that an annual review of the Moderator (and Co-Moderators) performance is done.
  3. Negotiating reasonable expectations of the Moderator's (and Co-Moderators) responsibility.
  4. Expressing affirmation, involvement and servant leadership in its relationship with the Moderator.

### **GS3-3 Elder team Member/Elder team Relationship Description**

#### **1. Authority**

The Congregation authorizes each member of the ET, by virtue of his election to the ET by the congregation. Once elected the source of authority is the ET.

The ET shall cover any costs related to ET meetings, materials and resources for orientation and training.

#### **2. Limitations of Authority**

Without specific authority from the ET, an individual ET member may not:

- A. Speak officially on behalf of the ET or congregation.
- B. Enter into any legal or financial agreement on behalf of the congregation.
- C. Give management direction to the Lead Pastor or staff.

#### **3. Responsibilities and Expectations**

The responsibilities of each ET member are to:

- A. Participate in the governance processes of the ET
  1. Prepare for ET meetings by reading reports and studying material provided.
  2. Attend all ET meetings and to provide the ET reason for his inability to attend.
  3. Represent accurately and support the official positions and decisions of the ET when interacting with members.
- B. Share in the responsibilities of the ET by:
  1. Prayerfully preparing for the responsibilities of the ET.
  2. Participating actively in discussion and the decision-making process.
  3. Displaying personal conduct that reflects the values of the congregation.
  4. Attending Corporate Worship regularly and frequently.

5. Supporting the work of the Pastoral Staff, the congregation, and the BCMB Conference.
6. Participating in the ET retreats.

#### **4. Accountabilities**

Accountability in this relationship is mutual. The ET is accountable to the ET member for providing the authorization, resources, affirmation, involvement and servant leadership required for the successful realization of the responsibilities of the position.

The ET member is accountable to the ET for performance with respect to the negotiated expectations and for compliance with the limitations of authority of the position.

### **GS3–4 Elder team Secretary/ ET Relationship Description**

#### **1. Authority**

The Elder team Secretary receives his authority by virtue of his appointment to this position by ET. The ET Secretary is authorized by the ET to record the actions and decisions of the ET in the official Minutes of the ET and of the Congregation in the Minutes of the Congregational meetings. The ET may appoint an ex-officio recorder of the minutes. In this case, the ET Secretary is responsible to ensure the accuracy of the recorded minutes prior to dissemination to the ET and would also be responsible to record any actions or decisions arising out of in camera sessions as needed.

The ET shall provide the ET Secretary with the material resources required for that process.

#### **2. Limitations of Authority**

In the fulfillment of the responsibilities of this position the ET Secretary may not:

- A. Record any action not authorized by the ET.
- B. Give management direction to the Lead Pastor or staff.
- C. Cause the ET to be in violation of the limitations of its authority.

#### **3. Responsibilities and Expectations**

The responsibilities of the ET secretary are to:

- A. Record or delegate the recording of the minutes of the ET and Congregation meetings.
  1. Ensure that all decisions of the ET and Congregation are documented accurately in the minutes and circulated accordingly.
- B. Assist with the flow of relevant information to the ET members and the congregation.

#### **4. Accountabilities**

Accountability in this relationship is mutual. The ET is accountable to the Secretary for providing the authorization, resources, affirmation, involvement and servant leadership required for the successful realization of the responsibilities of the position.

The Secretary is accountable to the ET for performance with respect to the negotiated expectations and for compliance with the limitations of authority of the position.

## **GP GOVERNANCE PROCESSES**

### **GP1 – ELDER TEAM PROCESSES**

In these processes the word “shall” means the action is required. The word “may” means the action is optional.

#### **GP1–1 Affirmation of Elder Team Members and Moderator (and Co-moderator)**

Elder nominations will be affirmed by the congregation at the AGM. Although the ET may bring nominations to the congregation outside of the AGM. Nominee’s will require a 90% affirmation ballot from the membership.

The Moderator and Co-Moderator are chosen by the ET from within the congregationally affirmed ET members.

The Moderator, Co-moderator, and Secretary, and individual ET members may be removed from office by a two-thirds majority vote of the remaining ET members.

#### **GP1–2 Regular and Extraordinary ET Meetings**

The ET shall meet at least ten times per year. The Moderator shall determine the dates, venue and duration of the year’s meetings at the first meeting of ET following the AGM.

The Moderator in consultation with ET members may make changes to dates, venue and duration.

The ET Moderator or any three members of the ET may call an extraordinary meeting of the ET. There shall be a minimum of 48 hours between the notice of meeting and the meeting itself.

The quorum for meetings of the ET shall be the majority of affirmed ET members.

#### **GP1–3 ET Structure**

ET is comprised of the Moderator, possibly a Co-Moderator the Secretary and other affirmed ET members, all of who have voting privileges (see GS2 – 3 The Role of the Moderator).

ET shall be comprised of individuals where at least fifty percent (50%) of the members deal with each other at arm’s length as defined by Section 251 of the Income Tax Act (Canada).

#### **GP1–4 Staff and Guest Attendance**

The Lead Pastor and other Pastoral Staff of his choosing, shall regularly attend ET meetings as guests/resource persons. The Lead Pastor has voting privileges but guests and other invited staff do not have voting privileges. ET may invite a guest(s) to attend as an observer, presenter, or participant. The ET Moderator shall approve such visits and determine the level of participation.

#### **GP1–5 Elder team Meeting Preparation**

The ET Moderator(s) shall prepare a proposed agenda, having consulted the Lead Pastor.

A complete information packet shall be delivered to each ET member not less than four days before the meeting.

### **GP1–6 Meeting Procedures<sup>3</sup>**

The moderator shall determine the protocol for the presentation of information and for discussion by ET members. In order to determine the need for and the content of the motion, informal discussion may occur on a subject before a specific motion is made and seconded. Motions shall be made and seconded before formal discussion on the specific motion may begin. The motion shall be recorded by the recording secretary and read aloud before commencing.

Amendments or substitute motions or changes in wording require a motion and a second after the original motion has been seconded. The amendment, motion to substitute or to change wording shall be decided by vote before the amended, substituted or modified motion is put to the vote.

Agendas may be structured to include the four areas of the ET's responsibility:

- ET structure and process (e.g. changes to the Governance Manual).
- Strategic Planning (e.g. environmental scanning).
- Delegation to the Pastor (e.g. Pastoral report/s).
- Monitoring and Measuring (e.g. committee reports).

### **GP1–7 Consensus and Voting**

Decisions may be made by consensus. A simple majority is required unless stated otherwise in the bylaws of ACC.

A show of hands is sufficient, but an ET member may call for a count, which then shall be taken and recorded. Any member may call for a written ballot by making a motion to that effect.

### **GP1–8 Governance Manual Reviews**

The review of the Governance Manual shall take place at the June ET meeting each year. A Governance Committee shall prepare the review at a meeting prior to this ET meeting.

### **GP1–9 Conflict of Interest Policy**

The purpose of this policy is to identify and manage potential conflicts of interest between an ET member and ACC.

If any ET member has any personal or corporate interest in any matter other than the best interest for the welfare of ACC, there is a potential conflict of interest.

### **The Role of the ET Member**

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<sup>3</sup> At the first ET meeting after the AGM the ET will review the ET Covenant of Collaboration. See Appendices #1 for this covenant. It may occasionally review this covenant.

Each ET member shall:

- Examine the ET agenda for potential conflicts of interest.
- Notify the ET Moderator before the meeting of the potential conflict.
- Declare the potential conflict at the beginning of the meeting where the matter appears on the agenda.
- Abstain from discussion on the agenda item unless invited to do so by the ET Moderator.
- Abstain from voting on the agenda item unless invited to do so by the ET Moderator.
- Excuse him from that portion of the meeting if asked to do so by the ET Moderator or the ET.

### **The Role of the ET Moderator**

The ET moderator shall:

- Advise the ET of any potential conflicts of interest that have been declared.
- Call for potential conflicts of interest at the beginning of each meeting.
- Determine whether the ET member is in conflict in the matter.
- Determine the role of the ET member during the discussion of the agenda item in which there is a potential conflict.

### **The Role of the ET**

In cases where the potential conflict is unclear or undeclared the ET shall:

- Decide whether the matter should be handled as a potential conflict of interest.
- Decide the appropriate course of action to deal with an undeclared conflict.
- Record the potential conflict and related actions in the minutes.

### **GP1–10 Minutes, Recording, Distribution, Approval**

The ET minutes are the only official record of ET action. Only decisions and actions recorded in the official minutes shall be considered as official action of the ET.

The ET secretary shall submit the ET minutes to the ET within one week following the ET meeting and Congregation meeting minutes to the membership within one week following the Congregation meeting.

The ET meeting minutes shall be approved at the next ET meeting and shall become the official record of action taken at the previous ET meeting. The Congregation meeting minutes shall be approved at the subsequent Congregation meeting and shall become the official record of action taken at the previous Congregation meeting.

### **GP1–11 Confidentiality**

ET speaks with one voice. ET members are obligated to support the decisions of ET unless his/her conscience prevents this. It is not appropriate for an individual ET member to contradict or oppose a decision of ET outside of a ET meeting. Dissent should be expressed during meetings. Details of discussion will not be spoken outside of the ET meeting. Breaking of this confidentiality will not be tolerated.

### **GP1–12 Conflict Resolution Process**

ET shall follow the guidelines for conflict resolution contained in Matthew 18:15-17 and 1 Corinthians 6:1-8. Thus, the principles of any conflict resolution process shall include the following:

- A. A forgiving spirit on ET's part will be the foundation of any conflict resolution process
- B. The process shall begin with direct negotiation and proceed to mediation and arbitration as required
- C. The process shall be fair and transparent and shall seek to uphold the dignity of all persons
- D. The process shall seek justice first and reconciliation second, recognizing that justice is necessary in order to achieve reconciliation.

This policy addresses the following potential conflicts:

- A. Conflicts in which the ET is directly involved.
  1. Conflicts within the ET
  2. Conflicts between the ET and persons or groups within the congregation (members/staff/volunteers)
  3. Conflicts between the ET and persons or groups outside the congregation

*In cases where the ET is one of the parties in the conflict, The ET shall attempt to negotiate the conflict. Should those efforts fail, The ET shall seek to resolve the conflict through mediation before submitting the conflict to arbitration.*

- B. Conflicts which The ET is being asked to arbitrate.
  1. Conflicts between persons or groups within the congregation
  2. Conflicts between persons or groups within the congregation and persons or groups outside the congregation

*In cases where The ET is not one of the parties in the conflict but is being asked to arbitrate the conflict, the ET shall not become involved until all efforts at negotiation and mediation (whether described in policy or not) have been exhausted.*

Where those efforts have failed and the ET has agreed be the arbiter in the conflict the following components shall be part of the ET process.

1. The person or group making the allegation(s) shall be identified.
2. The person or group to whom the allegation(s) is/are directed shall be identified.
3. The allegation(s) shall be made in writing to avoid assumptions or misperceptions, hearsay or irresponsible criticism.
4. The allegations shall be accompanied by information that supports the allegation(s).
5. Both the allegations and the supporting information shall be shared with the person(s) or group to whom the allegations are directed.
6. At the discretion of The ET the allegations shall be presented to the ET in the presence of the person(s) or group to whom they refer.
7. The person(s) or group to whom the allegation is directed shall have an opportunity to request additional information in writing and respond to the allegations in the presence of the person(s) bringing them.

8. The ET shall have an opportunity to ask both parties for clarification or information.
9. The ET may meet *in-camera*<sup>4</sup> to consider the conflict. If new information presents itself at this point, the process shall revert back to “5” above, and this information will be shared with the person(s) or group to whom the allegations are directed.
10. The ET shall report its decision to both parties in writing.
11. Under exceptional circumstances (e.g. sexual harassment, fraud) there may be delays in the conflict resolution process to allow for external investigation.

## **GP2- Delegating Management Authority**

### **GP2 – 1 Role of the Lead Pastor**

The Lead Pastor shall be part of the Elder Team of ACC. He shall take leadership in preaching, promoting the spiritual well-being of the church. They will provide leadership together with the Elders in organizing and developing the Church for the best possible service in the Kingdom of God. To model, lead and to champion the vision of ACC.

As well as the Biblical qualifications taught in I Timothy chapter three, the Pastor shall be recognized by the church as being one called to this ministry.

He shall be recognized also by the BCMB. He shall be or become credentialed by the BCMB upon his appointment and should be completed within one year of being hired.

### **GP2 – 2 Lead Pastor/Elder team Relationship Description**

#### **GP2 – 2.1 Authority:**

The ET shall delegate authority and responsibility for the spiritual ministry and for the infrastructure of ACC to the Lead Pastor. The Elder Team shall instruct the Pastor of all limitations of the authority and expectations of responsibility being delegated in written form.

The ET may, in exceptional circumstances, delegate temporary authority and responsibility to other staff members. The ET may not hold the Pastor accountable for performance or strategic or tactical results in such cases.

#### **GP2 – 2.2 Limitation of Authority:**

The Lead pastor cannot hire and release staff persons. He can only bring recommendations to the ET for their final approval.

He shall not act on behalf of the board without the consent of the ET.

#### **GP2 – 2.3 Responsibilities and Expectations:**

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<sup>4</sup> An in-camera board meeting (also sometimes referred to as an executive session) is held when directors (ET members) meet behind closed doors, without paid staff or any other non-board member present. Matters discussed at an in-camera board meeting are confidential. The details of the discussion are not posted in the minutes.

- To be part of the ET.
- To provide overall leadership and direction for the staff.
- Provide spiritual and pastoral care
- Provide Pastoral ministry to the members of the church and to non-members who seek it.
- Provide for leadership of the public worship for the church, including planning and conducting worship services.
- Oversee the administration of the ordinances.
- To be the primary preaching voice (65%-75% of preaching).
- Oversee the baptism and membership classes.
  
- Attend BCMB and CCMBC gatherings/ meetings.
- Performance of the strategic mission of ACC
  - Attend all ET meetings.
  - Be familiar with the Operational Guidelines, governance and management processes and the strategic and tactical plans of ACC.
  - Provide the ET with the information it needs for its governance responsibilities by preparing regular reports of progress towards strategic goals for the ET.
  - Annually provide the ET with a beginning tactical plan (strategic focus), in line with the approved Vision and Strategic plan, by the beginning of the ministry year.

#### **GP2 – 2.4 Accountabilities:**

The ET is accountable to the Lead Pastor for:

- Providing the authorization, resources, affirmation, involvement and servant leadership required for the successful realization of the responsibilities of the position.
- Providing an annual relationship review for the Lead Pastor that shall include:
  - Review of the authorization and resources provided and values expressed to the Lead Pastor.
  - Review of the Lead Pastor's performance towards expectations of the strategic responsibilities of the relationship and the Lead Pastor's progress towards his personal tactical goals.
  - Negotiation of tactical goals and other expectations for the next planning period
  - Review of the authorization and resources required for the next period, including plans for personal development.
- Providing, every third year, an evaluation of the Lead Pastor with views of the membership reflected.
  
- The Lead Pastor is accountable for compliance with limitations of authority and expectations of responsibility. The Lead Pastor is the only staff person accountable directly to the Elder team.
  
- The Elder team shall request information that is necessary for strategic planning, monitoring performance and measuring management and ministry results directly from the Lead Pastor, who may delegate the requests to the appropriate staff members. The ET may, with the Lead Pastor's consent, make such requests directly.



- The Elder team will not undermine the Lead Pastor’s authority by going around him. They will discuss with the Lead Pastor any staff related issues concerning non-personal care items before proceeding.

Key Definitions within our Operations Guidelines:

The following definitions are taken from “Governance Matters” by Les Stalke.

Authority: In an organization authorization is the formal or informal transfer of power from one level to another.

Responsibility: In an organization responsibility describes the purpose of a position within the organization.

Accountability: In an organization accountability serves two primary functions: 1) It monitors whether the responsibility and authority delegated to a person or a group is balanced and if necessary, makes a correction. 2) It measures whether expectations of responsibility were achieved without overstepping the limitations of authority. ie. It determines that goals have been achieved and standards kept within the available resources.

## APPENDICIES

### APPENDICIES #1:

#### Elder Team Covenant of Collaboration

As a member of the Elder Team at Arnold Community Church (ACC) I commit myself to collaborate with my fellow ET members in a posture of mutual submission for the benefit of the Church health. I do so based upon the following values:

- **Humility** – recognizing that there is more I don't know than I know, and that I need the input of other people to see those areas of my life and ministry that I cannot see clearly on my own. *Romans 12:3...do not think of yourself more highly than you ought, rather think of yourself with sober judgment & Philippians 2:3.....in humility consider others better than yourselves*
- **Authenticity** – to be open, honest and real in regard to personal and professional issues I see need to be addressed. *Ephesians 4:15 Instead, speaking the truth in love, we will grow to become in every respect the mature body of him who is the head, that is, Christ.*
- **Accountability** – to the group for taking action toward addressing issues. *James 2:17 faith by itself, if it is not accompanied by action is dead.*
- **Commitment** – to the ET role, the ET process and the ET people *1 Peter 5:2...be shepherds of God's flock that is under your care, serving as overseers -not because you must, but because you are willing.*
- **Engagement** – to be present and fully participate in the meetings for the benefit of the other members and those we serve. *Romans 12:8 ...if it is leadership, let all govern diligently.*
- **Vulnerability** – choosing to share of myself for the purpose of creating greater personal and group growth. *2 Corinthians 13:5 Examine yourselves to see whether you are in the faith; test yourselves...*
- **Courage** – to move forward to address issues considerate of risks but not governed by fears. *2 Timothy 1:7 For God did not give us a spirit of timidity, but a spirit of power, of love and of self-discipline.*
- **Confidentiality** - to ensure I don't speak about board matters or share ET materials with non-ET members, unless authorized by the ET to do so. *James 1:26 If anyone who considers himself religious and yet does not keep a tight reign on his tongue, he deceives himself...*

- **Love** – to ensure my words and actions are seasoned with grace and meant for the benefit of others. *Colossians 4:6 Let your conversation be always full of grace 1 Peter 3:8 Finally, all of you, live in harmony with one another; be sympathetic.*
- **Ownership and Integrity** – to stand behind an ET decision and speak as one voice about it even if in the decision-making process, I might have been opposed to it. *Ephesians 4:3 Make every effort to keep the unity of the Spirit through the bond of peace*

When the ACC Elder Team is not gathered, I commit myself to upholding it through:

- **Prayer** – to increase my desire for the things God desires, to love more deeply the things God loves and to will the things that God wills. *Philippians 4:6-7...in everything by prayer and petition, with thanksgiving, present your request to God and the peace of God which transcends all understanding will guard your hearts and minds in Christ Jesus*

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Appendices #2

**Elder Internships**  
(Proposed June 13, 2017)

*“Here is a trustworthy saying: If anyone sets his heart on being an overseer (bishop, elder), he desires a noble task.” 1 Tim 3:1*

It is our conviction that every leader should at their foundation be hearing the calling of our Lord to serve as an Elders.

We believe that the Bible gives us the example of the discernment of Elders to involve the fellowship of believers, and then the final discernment and appointment by the plurality of the Elders. (1 Tim 3, Titus 1, 1 Peter 5, Acts 6, Acts 11:1-18, 13:1-3, 14:21-23, 15:1-21)

In this we will seek to discern the calling of Elders in three ways;

1. That an individual is hearing from the Lord a calling to serve and desires to obey.
2. That the Fellowship of believers is seeing that calling lived out.
3. That with Prayer and Fasting the Body of Elders is discerning that now is the time.

In order to develop this calling the Elders of ACC will discern individuals for a one year (at a time) internship. This will include:

1. The Elders making a list of potential interneers, by shoulder tapping and through application process.
2. The Elders discerning the number for the year.
3. Each intern assigned to an Elder as their mentor.
4. Each Elder meeting there will be at least one intern attend on a rotation.
5. Invitation to shadow their Mentor in the different ministries.
6. At least monthly alone times for training and prayer with Mentor.
7. Introduction orientation meeting, and Exit evaluation meeting.

Assignments to Accomplish in the year:

1. Read Selected Book on being an Elder and discuss with Mentor
2. Reading through the ACC Vision document and interacting with Mentor on it
3. Reading through the ACC Operating Guidelines and interacting with Mentor on it
4. Reading through Canadian Conference of Mennonite Brethren Churches **Confession of Faith** and interacting with the pastor on it.
5. Spending time with one of the Finance Team members going over the Budget, understanding the financial picture.
6. Attending a National and or Provincial Denominational gathering (if in Lower Mainland).
7. Spend some time with each staff person, understanding their vision and passion for the ministry they look after, and attending one of their program meetings. Then answer the Question, why do we do this program? With your mentor.