

Toronto Conference
The United Church of Canada

Policy Governance Handbook

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Foundational documents

Purpose of these documents: The documents which follow provide a theological and polity basis for policy governance, and the principles which undergird policy governance.

Theological grounding and church polity

Genesis 1:1 - "In the beginning when God created the heavens and the earth..."
These opening words of the Bible begin one of the creation stories which tell of how God created the heavens and the earth, how God put everything in place, and how God was pleased with what God had done. In God's creation, everything had a place and a measure of autonomy while being in relation with the rest of creation.

In the book of Exodus, we read the story of Moses' attempts to be a good leader of his people, but he recognized that he was being worn out. His father-in-law Jethro gave him some advice as recorded at Exodus 18:17, "What you are doing is not good. You will surely wear yourself out, both you and these people with you. For the task is too heavy for you; you cannot do it alone." And then Jethro gave some advice on how to provide "statutes and instructions" for the benefit of God's people.

Much, much later, the apostle Paul taught a new group of followers how to function as part of a Christian community. Using an image which was powerful enough that he used it more than once, Paul reminded the community of believers that they are like a body, and every part of the body has a part to play. In both the letter to the Romans beginning at 12:4 and in 1Corinthians starting at 12:12, Paul explained that there are many roles to play, and when all work together, the Body of Christ is honoured.

These images from the creation story, from the early life of the people of Israel, and later the new members of the Christian community, are echoed in the foundational document of the United Church, the Basis of Union. Having outlined the doctrine of the church, the Basis moves on to the church's polity, in which various parts of the body are named, and each given its role to play.

Section 7 of the Basis of Union of The United Church of Canada gives the duties of a Conference within this denomination, and at 7.6.9 states that one of the duties of the Conference is "to have oversight of the religious life of the Church within its bounds, and to adopt such measures as may be judged necessary for its promotion." These words remind the church that no part of the church exists solely for administrative purposes, but all work together for the higher purpose of serving Christ's people in their religious lives.

In its functioning, Toronto Conference attempts to follow the examples outlined above – we recognize that we have not created ourselves; it was God who created us. We acknowledge that God can lead us through the gifts of individuals who help us to organize ourselves, just as Jethro, guided by the Spirit, helped Moses. We celebrate that the church with its many parts is part of the whole Body, and we seek to honour and live in harmony with the other parts of Christ's church.

We recognize that we are the inheritors of what God has provided through other people in the ages which preceded us. We are, therefore, trustees of what God has entrusted to us in this time and place.

The policies which follow attempt to live out the themes outlined, above. They attempt to follow the Basis of Union which outlines in summary form the division of responsibility within The United Church of Canada:

- General Council has responsibility on behalf of the whole denomination
- Presbyteries have overview of the Pastoral Charges and Ministry Personnel
- Pastoral Charges are concerned with the spiritual lives of members and adherents
- Only Conference has been given the role of concern for the religious life of the church within its bounds.

As a Conference, we echo words from *A Song of Faith*, adopted by the 39th General Council meeting in Thunder Bay, ON in August, 2006:

We sing of a church

seeking to continue the story of Jesus
by embodying Christ's presence in the world.

We are called together by Christ

as a community of broken but hopeful believers,
loving what he loved,
living what he taught,
striving to be faithful servants of God
in our time and place.

Our ancestors in faith

bequeath to us experiences of their faithful living;
upon their lives our lives are built.

Our living of the gospel makes us a part of this communion of saints,

experiencing the fulfillment of God's reign
even as we actively anticipate a new heaven and a new earth....

We sing of God's good news lived out,
a church with purpose:

faith nurtured and hearts comforted,
gifts shared for the good of all,
resistance to the forces that exploit and marginalize,
fierce love in the face of violence,
human dignity defended,
members of a community held and inspired by God,
corrected and comforted,
instrument of the loving Spirit of Christ,
creation's mending.

We sing of God's mission.

May it be so in all we do as a Conference within The United Church of Canada – in our policies, in our Decision-making, in our being faithful followers of Jesus Christ.

Policy governance principles

Policy governance is not a new concept in society or even in the church. According to Matthew 10, Jesus gave his disciples a mission with parameters and limitations. These instructions were not to be final and for all time, but rather continually interpreted and reinterpreted by the gathered community of believers.

Policy Governance provides for the clear division of labour/work between the Conference Executive and the Executive Secretary. The Executive focuses on the "Ends" of the organization; the Executive Secretary focuses on the "means."

This simple division of power is the single most powerful tool an organization can use to improve its organizational life, according to Carver. There are two distinct areas of work and each needs to be powerful. Each relates to the other but also needs independence.

The power of Toronto Conference legally rests with the Conference Executive. The Conference Executive delegates much of this power to its Executive Secretary. The Conference Executive is still responsible for the appropriate use of the delegated power, and exercises the responsibility by clearly defining the limits of the Executive Secretary's power in Executive Limitation policies and by constantly monitoring the Executive Secretary's use of this power against the policies.

The Executive Limitation policies define clearly the limits to the power of the Executive Secretary.

The goals and limits are clear; everything else is open for innovation and imagination. It is the Executive Secretary 'who gets things done'. The development of Ends policies constitutes the long-range planning, of the Executive.

The Conference Executive has time and energy to focus on the "ends" it wishes to achieve. The chief function/job of the Conference Executive in this model is to articulate the vision, to say clearly what the organization will accomplish.

The Ends policies of Conference Executive must always answer the questions "what good, for whom and at what cost."

- What good will the organization achieve?
- Who will benefit? How will the world be different because of the things that will be done?
- At what cost will the results be achieved? What resources will the organization need to achieve what it wants to achieve?

Defining and connecting with the ownership constitutes a major part of the work of the Executive. The Commission on the Role of the Executive understood the "ownership" of Toronto Conference to include all those who are engaged in or benefit from ministry of The United Church of Canada within Toronto Conference. During 2009-2011 the Executive spent a considerable amount of time exploring the concept of ownership and consider this to be a work-in-progress.

The Executive must be proactive in seeking out the views, opinions, needs and concerns of its owners in order to faithfully represent them in its decisions.

The members of the Conference Executive have three main tasks

- to connect with the ownership,
- develop policies, and
- monitor policies.

The Conference Executive will develop policies to outline the way that responsibility is delegated to the Executive Secretary and how it is monitored. They may also clarify other aspects of the Executive's relationship to the Executive Secretary.

The Conference Executive will develop policies to deal with how the Executive is organized and what commitments it makes to the owners and to the Executive itself.

The Conference Executive will need to determine the values of the Conference since most policies are an articulation of the mission and perspectives that shape the organization. "Values" can be a helpful way of identifying the legitimate work of the Executive. If an issue is a determination of mission and values, then it properly belongs to the Executive. If the issue is the establishment of a procedure it most likely belongs to the Executive Secretary.

There should be a diversity of voices at the Executive in order to hear the broadest perspective possible before making decisions. This may mean that views should be sought from beyond the Executive. However, once the Executive makes a decision, it is that decision which shapes the organization. The Executive Secretary is directed by the decision, not by the views of individual members of the Executive. Decisions of the Executive are always Executive decisions, not the decisions of individuals or sub-committees.

The work of the Executive is always the work of the whole Executive. Individual members are always free to voice their opinions at any time, but the organization takes its direction only from actual Executive decisions. This discipline honors the principle of "one voice."

The Executive is proactive. It follows its own agenda rather than primarily reacting to problems that arise in the organization. There should not be any governance emergencies! Organizational issues may provoke a review of established policies but the Executive does not focus on problem solving. If problems arise it defines who the problem belongs to and delegates authority, if necessary, to deal with it.

The Executive Secretary does not have to *do* everything, but is accountable for *how* everything is done.

The Executive monitors the Executive Secretary regularly and rigorously but only against established policies:

- are the Ends being met?
- are the Executive Secretary Limitations being followed?

All policies have scheduled review dates. The Conference Executive has the right and responsibility to review if and when necessary. A regular, external review of the work of the Executive should be scheduled.

Toronto Conference will follow the policies of The United Church of Canada, represented in *The Manual*. Executive Limitation policies, in particular, allow the Conference Executive to proscribe any activity that is proscribed by the *Manual*, as well as ensure all actions mandated by the *Manual* are fulfilled.

Mission/Ends policies

Purpose of this kind of policy: *Governance* includes the top-level tasks of articulating the mission, selecting a strategy for getting there, making sure it happens, and ensuring that people and property are protected against harm. Ministry is everything else. (Dan Hotchkiss, *Governance and Ministry, rethinking board leadership*, p. 59)

Governance means “owning” the congregation, exercising ultimate control of its human and material resources and ensuring that it serves its mission.... Even the best mission statement is an approximation, subject to improvement or revision as new light dawns and circumstances change. Good mission statements make clear what good the congregation means to do, whom it hopes to benefit and how, and what it claims as its central principles or values. Articulating mission is a central goal of governance....(Dan Hotchkiss, *Governance and Ministry, rethinking board leadership*, p. 65)

Mission/Ends policies define what results an organization holds itself accountable for producing in the world, for which people, at what cost. Mission/Ends policies are not about what the organization does, but about the impact it intends to have. (Caroline Oliver, gen. ed., *The Policy Governance Fieldbook*, p. 81)

“It isn’t the reading program wherein the value lies but rather in that people learn to read. It isn’t the CPR program but that people live.... In other words, it isn’t the tool that matters but the tool’s results for people.” (John Carver, *On Board Leadership*, p. 252)

“An organization must first and foremost have a strong, clear sense of the difference it wants to make.... So, board member, exactly what difference is it that you want to make?” (John Carver, *On Board Leadership*, p. 263)

Everything the organization does is in support of the difference it hopes to make.

The “owner” that the board must serve is *this congregation’s mission*, the small piece of God’s will that belongs to it. Or to put it differently, the congregation’s job is to find the mission it belongs to, the real owner for whose benefit the leaders hold and deploy resources.... A congregation’s “bottom line” is the degree to which its mission is achieved. (Dan Hotchkiss, *Governance and Ministry, rethinking board leadership*, p. 85)

Policy name: mission of Toronto Conference	Date approved: December 5, 2008
Policy type: Mission/Ends	Reviewed: June 8, 2011 Review date: June, 2012
Purpose of this policy: This policy outlines the essential purpose of the Conference, answering the questions of “what good, for whom, and at what cost”.	

The mission of Toronto Conference is to strengthen Congregations, Pastoral Charges, Outreach Ministries, and Missions to be faithful followers of Jesus Christ.

To fulfill that mission, the Conference Executive will:

1. Make the best use of the human and financial resources available.
2. Ensure oversight and compliance within the polity of The United Church of Canada
3. Provide resources in the Presbyteries to promote the work in the following areas – program, property, personnel and public witness, with further support from the staff in the central Conference office.

Policy name: property renovation fund formerly accessibility fund (2012)	Date approved: June 8, 2011 Revised: April 11, 2012
Policy type: Mission/Ends	Review date: 2013-2014
Purpose of this policy: This policy outlines one way that funds will be used to assist ministries within the Conference to fulfil the Conference's mission.	

Toronto Conference will fulfill its mission by disbursing funds to assist ministries to come into compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and to assist with asbestos-related costs (2012).

The property renovation fund will:

1. make the best use of the financial resources available and help ensure compliance with a provincial regulation;
2. require a copy of the ministry's accessibility policy, a description of the work to be done for accessibility or asbestos work, and quotes for the work to be done, and Presbytery approval;
3. provide dollar-for-dollar matching grants in two categories
 - half of the available funds for grants up to \$1,000.00(small projects)
 - half available for grants up to \$5,000(capital projects);
4. ministries would be permitted to make separate applications for accessibility and asbestos related work, ie. a ministry could receive two grants;
5. additional funds to come from the Conference Fund, if necessary.

Policy name: compliance	Date approved: April 14, 2009
Policy type: Mission/Ends	Reviewed: April 13, 2011 Review date: 2013-2014
Purpose of this policy: This policy recognizes that the Executive and the Conference may not act solely based on their own judgement, but are subject to other authorities.	

Toronto Conference will follow all policies outlined or referred to in *The Manual* of The United Church of Canada, or as required by federal, provincial or municipal laws.

In the absence of a Conference policy, the Conference will be guided by any relevant General Council policy.

Policy name: interview committee	Date approved: April 14, 2009 Revised: February 10, 2010 Revised: April 13, 2011
Policy type: Mission/Ends	Review date: 2013-2014
Purpose of this policy: This policy names the outcomes expected of the Interview Committee as those outcomes relate to the Conference's mission.	

The Conference's mission is to strengthen Congregations, Pastoral Charges, Outreach Ministries, and Missions to be faithful followers of Jesus Christ.

To that end, the Conference's Interview Committee will:

conduct interviews to help assess suitability and readiness for Ministry Personnel leadership within The United Church of Canada. (2011)

The Conference will name a chair of the committee, and each Presbytery will name people with a variety of skills as outlined in the committee's mandate. The Executive Secretary will provide staff support.

See Appendix B for the mandate of the Interview Committee. (2010)

Policy name: learning funds	Date approved: April 14, 2010 Revised: November 16, 2011 Revised: February 8, 2012
Policy type: Mission/Ends	Review date: 2012-2013
Purpose of this policy: This policy outlines how funds received from the General Council for learning purposes will be used to fulfil the Conference's mission (2012).	

Toronto Conference will fulfill its mission by disbursing funds received from the General Council for learning (2012).

The learning funds will:

1. make the best use of the human and financial resources available;
2. require a plan and commitment to share the learning with the wider church;
3. be used for creative and experimental ministries (2012);
4. applications not to exceed grants of \$500 per year (2011).

Policy name: oversight – Extra Appeals	Date approved: September 8, 2010
Policy type: Mission/Ends	Review date: 2013-2014
Purpose of this policy: This policy names the process to be followed and the information the Executive requires to make decisions regarding extra appeals.	

The Executive will receive recommendations “concerning any proposal to solicit funds from the Pastoral Charges of more than one (1) Presbytery within the Conference for any purpose other than the Mission and Service Fund” [*Manual* Section 463(b)].

The Executive will receive recommendations from Presbytery treasurers/finance representatives, based on the following criteria to be fulfilled by the ministry/organization requesting an extra appeal:

1. Provision of the following information:
 - a current mission statement
 - description of the governance structure
 - description of the relationship with The United Church of Canada, including to whom the ministry is accountable
 - reason for the appeal, e.g. capital projects, cash flow, program
 - amount to be raised
 - timeline for the appeal
 - statement on how the appeal will be funded and conducted
 - financial statements, including the current budget and Canada Revenue Agency charitable number
 - description of all funds received by the ministry/organization, categorized by United Church and non-United Church sources

2. Answers to the following questions:
 - How are the ministry’s goals consistent with the mission of The United Church of Canada?
 - What changes, new ideas have been made to the way things are done?
 - What is the expectation of success?

Policy name: oversight – Presbyteries	Date approved: April 14, 2009 Revised: November 11, 2009 Reviewed: September 8, 2010
Policy type: Mission/Ends	Review date: 2012-2013
Purpose of this policy: This policy outlines the ways in which the Conference lives out its responsibility to “have oversight of the religious life of the Church within its bounds, and to adopt such measures as may be judged necessary for its promotion” (Basis of Union 7.6.9)	

In exercising its oversight of the religious life of the Church, and in accordance with *The Manual*, the Conference shall take the following actions with regard to Presbyteries:

1. reports from Presbyteries: The Conference Executive will receive an annual report from each of the four Presbyteries. The Presbyteries will be asked to identify how they and the Pastoral Charges, Outreach Ministries, Missions and camps have been active in the areas of personnel, program, property and public witness.

The Executive Secretary will ensure that the reports are reviewed and studied by the Executive and made available to the wider church.

2. oversight visits: Conference will conduct an oversight visit of each Presbytery in the second year of each General Council triennium.

3. review of records: The Executive Secretary will recommend to the Executive the names of the records committee. The Executive will receive the committee’s report.

4. communication: Requests from inter-Presbytery groups to communicate beyond their Presbyteries will be referred directly to the Presbyteries for a decision whether to circulate the material.

5. finances: Unspent Presbytery grants in any year may be retained for future Presbytery use. (2009)

Policy name: Settlement and Pastoral Relations committee	Date approved: April 14, 2009 Revised: April 13, 2011
Policy type: Mission/Ends	Review date: 2013-2014
Purpose of this policy: This policy names the outcomes expected of the Settlement and Pastoral Relations Committee as those outcomes relate to the Conference's mission.	

The Conference's mission is to strengthen Congregations, Pastoral Charges, Outreach Ministries, and Missions to be faithful followers of Jesus Christ.

To that end, the Conference's Settlement and Pastoral Relations Committee will:

1. "consider all applications for settlement from members of the Order of Ministry or from Pastoral Charges, Presbytery Accountable Ministries, or Presbytery Recognized Ministries within the jurisdiction of the Conference which are transmitted by Presbyteries" (Basis of Union 9.4.1)
2. "see that, as far as reasonably possible, every Pastoral Charge within its bounds shall have a pastorate without interruption, and that, as far as reasonably possible, every effective member of the Order of Ministry shall have a Pastoral Charge". (Basis of Union 7.6.4 and 9.2)

The Conference will name a chair, secretary, and diaconal minister and each Presbytery will name one lay and one ordered representative. The committee is authorized to name from within its members a vice-chair for the Pastoral Year to serve in the absence of the chair. (2011)

The Executive Secretary will provide staff support.

The mandate of this committee is found in *The Manual*, Sections 440-454.

Executive Governance policies

Purpose of this kind of policy: These policies provide information and expectations about how the Executive will function.

Governance produces minutes, policies, mission statements, goals, and strategic-planning documents. (Dan Hotchkiss, *Governance and Ministry, rethinking board leadership*, p. 66)

The best group for doing governance is diverse, patient, verbal, and at ease with abstract thinking and intangible work products. (Dan Hotchkiss, *Governance and Ministry, rethinking board leadership*, p. 67)

“What appears as a preoccupation with trivia may be fear of confronting the larger issues in a group setting. Small wonder: we are not very good at confronting central issues.” (John Carver, *Boards that Make a Difference*, p. 127)

“Here is a summary of the board’s job products: 1. linkage to the ownership; 2. explicit governing policies; 3. assurance of executive performance.” (John Carver, *Boards that Make a Difference*, p. 124-125)

“The board should be clear about what it is in fact taking on.” (John Carver, *Reinventing Your Board*, p. 101)

Policy name: duties of Executive members	Date approved: April 14, 2009 Revised: April 13, 2011 Revised: November 16, 2011
Policy type: Executive Governance	Review date: 2014-2015
Purpose of the policy: The policy outlines the expectations of members of the Executive.	

Meetings of the Toronto Conference Executive

The Toronto Conference Executive operates within a policy governance model. (2011)

Each agenda includes time to...

- worship and listen to God
- build community
- learn about governance and to develop, monitor and regularly review all policies
- evaluate how the Executive is making a difference to the life of the church. (2011)

Meetings normally held on the second Wednesday in September, November, February, April and June, at a time to be determined by the Executive rotating through the Conference and Presbytery offices (2011). Meetings do not take place in Advent and Lent. If additional meetings are required, these are normally held by conference call. (2011)

Policy Governance

The primary role of the Executive is to develop and monitor policies which enable the Conference to live out its mission: (2011)

The mission of Toronto Conference is to strengthen Congregations, Pastoral Charges, Outreach Ministries and Missions to be faithful followers of Jesus Christ.

To fulfill that mission, the Conference Executive will:

1. Make the best use of the human and financial resources available.
2. Ensure oversight and compliance within the polity of The United Church of Canada
3. Provide resources in the Presbyteries to promote the work in the following areas – program, property, personnel and public witness, with further support from the staff in the central Conference office.

The President and Executive Secretary provide in-depth training on how policy governance works within the Conference.

All policies are reviewed by the Executive on a regular basis. (2011)

Presbytery representatives

The Presbytery representatives on the Executive are elected from their Presbyteries, but have the responsibility to focus on and act in the best interests of the whole of Toronto Conference. (2011)

Each Presbytery representative comes with particular skills and interests. The Executive requires a mix of people with the following skills and interest:

- openness to change and new ways of doing the work of Christ in the Conference;
- openness to the movement of the Spirit
- an ability to think about the big picture and be future oriented
- understanding of and openness to the role of the Executive
- an ability to develop policies and monitor compliance with those policies
- an ability to differentiate between staff and governance roles
- an ability to work in a collaborative style*
- be good communicators and listeners with the ability to report back to their electing Presbyteries
- be insightful thinkers
- have relative comfort with uncertainty and not having all the answers
- commitment to full and active participation in the Conference Executive.
- commitment to speaking with one voice regarding the policies and Decisions made by the Executive. Diverse points of view are important in discussion at the Executive, but when a decision has been made, everyone will speak with one voice. (2011)

Policy name: appointments to General Council committees and other bodies	Date approved: April 14, 2009 Reviewed: September 9, 2009 Reviewed: November 11, 2009 Revised: February 8, 2012
Policy type: Executive Governance	Review date: 2012-2013
Purpose of the policy: This policy helps the Executive to determine whether to appoint persons to other bodies and, if appointments are made, how accountability will happen.	

The second and third portions of this policy are largely based on the General Council policy on "Representation to Partner Organizations".

General

The Conference may appoint individuals to General Council committees upon request.

The Conference may appoint individuals to be present or to serve on behalf of the Conference to assist the church in its partnership with ecumenical, interfaith, and other organizations.

Conference will seek first to lodge such appointments in the Presbyteries with the most direct connection and/or interest in the particular organization.

Conference will name people when the activities extend to the bounds of all four Presbyteries, and will provide for accountability through the Executive and/or all Presbyteries.

This policy applies to all boards, councils or groups of partner organizations to which the church has been asked and has agreed to provide representation or official nominations for representation.

The Conference Executive will ensure every elected position or appointment will have a position description (2012).

Terms of reference

Before making a Decision to effect an appointment, the Executive will review the following:

- a) the mandate of the relevant board, council or group of the partner organization;
- b) the purpose or authorizing principle for United Church involvement;
- c) the membership structure of the board, council or group;
- d) the responsibilities of United Church representatives to the partner organization and to the Conference;

- e) specific authority or limitations of the representative to speak or act on behalf of the United Church;
- f) reporting expectations;
- g) the skills and competencies required of the representative;
- h) length of appointment and possibilities for reappointment;
- i) the proposed human, financial and other resources required to support the relationship, and the proposed source of funds.

Representatives

Conference staff people are not eligible to be appointed as a representative to another organization.

A representative will have several of the following qualifications:

- a) active participation in a local United Church ministry;
- b) familiarity with the polity of The United Church of Canada;
- c) predisposition to collaboration and teamwork;
- d) sensitivity to diversity issues;
- e) leadership in a Court of the United Church;
- f) passionate commitment to the mission of the United Church;
- g) willingness to discern God's yearning for the work;
- h) openness to learning and communicating the wisdom of our partners.

Policy name: conflict of interest	Date approved: April 14, 2009 Reviewed: November 11, 2009
Policy type: Executive Governance	Review date: 2012-2013
Purpose of this policy: This policy provides direction to members on when to participate and when to refrain from participating in Executive discussion and Decision-making.	

This policy is adapted from a General Council policy.

Members of the Executive and others appointed by the Executive to any position owe a duty of undivided loyalty to the United Church as represented by the Conference. Individuals must not put themselves in a position where their own interest may conflict with their duty to act in the best interest of The United Church of Canada and, more specifically, the Conference.

General

1. Definition: "Member" is defined as a person serving on the Conference Executive or appointed by the Executive to serve on any Conference committee or task group. "Body" is defined as the Executive, committees, task groups, etc. "Mission unit" includes, but is not limited to, congregations, outreach ministries and Presbytery-recognized ministries.

2. A conflict of duty may be monetary or non-monetary:

a) a monetary conflict arises when a member is considering a Decision that may have a monetary effect, either positive or negative, on that member of the Executive or a person close to that member, i.e. a relative or friend.

b) a non-monetary conflict arises in any circumstance where a member is constrained in any way from acting in the best interest of the United Church and, more specifically, the Conference. That could occur when a member or a person close to that member stands to gain a benefit in some non-monetary way from a Decision the Executive is considering.

3. Members must avoid situations where their duty to the United Church and, more specifically, the Conference is in a conflict with a duty they owe to another organization or another part of the United Church. That could happen where a member serves another organization as an employee, contractor, or in an elected leadership role.

Principles

4. Members must not participate in any Decision that could result in direct or indirect benefit to them.

5. Members must not give preferential treatment to relatives or friends or any other organization in which they have an interest.
6. Members must not benefit from the use of information acquired during the course of their participation if that information is not generally available to the wider church.
7. Members must not use any property provided by the Conference for any activities other than the work of the Conference.
8. Members must not accept or offer, or agree to accept from a person who has dealings with the body, any regard, advantage or benefit of any kind, either directly or indirectly.
9. Members must not place themselves in a position where they are under obligation to another person or body who might benefit from special consideration or favour, or who might seek preferential treatment.

10. Exceptions:

- a) Monetary conflicts: It is not a conflict of interest if, in the opinion of the body, the member's monetary interest is substantially the same as the monetary interest of all other members, e.g. the setting of a travel rate for the Conference.
- b) Non-monetary conflicts: It is not a conflict of interest if, in the opinion of the body, the member's conflict is so remote that it is not likely to affect the member's decision.
- c) Conflicts regarding Presbytery representation: The Conference Executive has been structured intentionally to include Presbytery representation. A Presbytery representative to the Conference Executive brings the perspective of the Presbytery. It is not a conflict of interest for such a representative to participate when the Executive is considering a Decision that affects the particular Presbytery with the exception of the Executive considering a Decision to enact Section 422.1 of *The Manual* in a case where "the functioning of a Presbytery is ineffectual or the Presbytery fails to take appropriate action", or where the Presbytery is requesting an action involving finances specific to that Presbytery or one of its mission units.
- d) Waiver of conflicts: In waiving the conflict, the body must ensure that its Decision will not negatively impact on the transparency and integrity of the body's Decision-making.

Practice

11. Knowledge/awareness: Members must be constantly aware of the need to avoid situations that might result in a conflict of interest.
12. Identifying conflicts: Members must consider whether any particular item of business presents a conflict of interest for them. If unsure, the member may seek advice in discerning whether a conflict exists.

13. Disclosing conflicts: A member informs the body of the conflict at the earliest opportunity once the member becomes aware of the conflict.
14. Refrain from participation: If the member stands to benefit from a Decision as described in par. #2, above, or is in a conflict as described in par. #3, above, the member shall refrain from all participation except to answer any questions for clarification that might be possible because of having information which the body requires to make an informed Decision. When any questions have been asked, the member shall leave the room while further discussion continues, and shall abstain from the actual vote.
15. Responsibility of other members: If a member fails to notice, or to declare, a conflict of interest, any other member may raise the matter. Once the issue has been raised, the member with the conflict of interest will act according to par. #2, 3, 10 and 14, above.
16. Decision by body: If a dispute about conflict of interest continues, the chair of the meeting shall call for a vote on whether the member is considered to be in a conflict of interest.
17. Documentation: The minutes of the meeting shall record all actions regarding conflict of interest.

Policy name: correspondence	Date approved: April 14, 2009 Reviewed: April 13, 2011
Policy type: Executive Governance	Review date: 2013-2014
Purpose of the policy: This policy provides direction to the Executive Secretary on what correspondence should be directed to the attention of the Executive.	

Written correspondence addressed to the Executive will be made available to the Executive in a timely manner and reported at each meeting of the Executive.

The Executive Secretary will determine whether the correspondence properly belongs to the business of the Executive, in that policy or direction is required.

Correspondence shall not be presented to the Executive for consideration without a recommendation or options for action from the Executive Secretary.

Routine correspondence indicating Executive action shall not be reported to the Executive.

Policy name: embracing diversity (2010)	Date approved: April 14, 2009 Revised: September 8, 2010
Policy type: Executive Governance	Review date: 2012-2013
Purpose of the policy: This policy highlights the need for the Executive to engage diverse voices. (2010)	

The Executive will consult, engage and include individuals and groups within the Conference to ensure that it is hearing clearly from the wider constituency, and will report to the Conference general meeting on how it has gained a wider perspective. (2010)

Specific voices to be included, but not limited to, are:

- People with diverse ethnic perspectives
- People with an inter-church/inter-faith perspective
- People working on the United Church's commitment to becoming an intercultural church
- Young people
- People working on building right relations between aboriginal and non-aboriginal people
- Those who self-identify as being on the margins

Policy name: nominations	Date approved: April 14, 2009 Revised: April 14, 2010 Reviewed: April 13, 2011 Revised: February 8, 2012
Policy type: Executive Governance	Review date: 2013-2014
Purpose of the policy: The policy brings clarity to the nominations processes and terms of office.	

Presbyteries will be responsible for the recruitment, training and care of volunteers serving within the Presbyteries.

The Conference Executive will appoint the appropriate number of Conference representatives to the Settlement and Pastoral Relations and Interview Committees according to the mandates of those committees.

Presbyteries will be requested to suggest or offer the names of individuals to serve on the Conference Executive, the Interview Committee and the Settlement and Pastoral Relations Committee.

The Executive will advise General Council on nominations to General Council bodies, when requested.

The Conference Executive will ensure every elected position or appointment will have a position description (2012).

The Executive will facilitate the process of nominating and voting for:

- Presidents-elect of Conference
- Commissioners to General Council
- Representatives to General Council Executive
- Members of Conference standing committees
- Conference representatives to other bodies.

In an effort to ensure the smooth functioning of its volunteer system, Toronto Conference adopts the following policies to be used with respect to the Interview Committee and the Settlement and Pastoral Relations Committee:

1. Each committee will have a clear and current mandate which will be available for anyone interested in serving.
2. Each committee will have a membership appropriate to the tasks they have been given.
3. Each committee may appoint sub-committees or working groups which are accountable to the committee with mandates and membership determined by the appointing committee.

4. Position descriptions will be available to ensure that volunteers understand the tasks required.
5. Chairs of committees will serve annually to a maximum of four one-year terms, after which they will be ineligible for further appointment to the committee for at least one year.
6. Committee members will serve for one three-year term with the possibility of reappointment for a second three-year term, to a maximum of six years. Unless a person becomes chair of the committee, s/he will be ineligible for further appointment to the committee for at least one year.

In an effort to maintain the health of the committees and to be responsive to the instructions of the church Courts, Toronto Conference adopts the following policies to be used in the nominations process:

7. The Conference will endeavour to find people with skills appropriate to the tasks.
8. The Conference will not appoint a person who is under discipline by any Court of the church if the discipline warrants such action.
9. Should a committee member be absent from three consecutive meetings of the committee without cause, s/he shall be removed as a member of the committee.

The president-elect or the past-president plus one of the three Presbytery representatives to the Executive (total of five people) will form an ad hoc nominations committee, meeting by conference call as required. (2010)

Policy name: policy review schedule	Date approved: April 14, 2009
Policy type: Executive Governance	Review date: 2011-2012
Purpose of the policy: This policy ensures that all Conference policies will be reviewed over a three-year period.	

Any Conference policy can be reviewed at any time by vote of the Executive, but will usually followed a predetermined cycle.

All policies shall be reviewed at least once over a three-year cycle beginning in July, 2009.

Policy name: principles of conduct	Date approved: April 14, 2009 Revised: September 14, 2011
Policy type: Executive Governance	Review date: 2011-2012
Purpose of this policy: This policy identifies the ways in which the Executive wishes to function.	

The first two sections are adapted from a General Council policy. The third section comes from discernment listening guidelines used at Conference general meetings.

Policy: Conference Executive members will act ethically, adhering to group values and will use their God-given talents to discern God's will for the church.

General

Ethical performance of the governance function requires that members of the Executive...

1. prepare for meetings by considering all information available to them;
2. attend and participate in meetings regularly;
3. act in good faith and in the best interests of the church;
4. honour policies regarding participating in discussions or Decision-making that may benefit them or someone close to them;
5. keep confidential all information provided at an *in camera* meeting, all information subject to General Council's Privacy Standards, and any information which is otherwise confidential;
6. use the level of skill that may reasonably be expected of someone with their experience and expertise.

General governance principles require that each member...

1. recognize that Decision-making is a function of the group and not any one individual member of the group;
2. be prepared for meetings;
3. be punctual at every meeting the member is to attend;
4. be considerate of the diverse points of view given by other members;
5. use reasonable efforts to build consensus on issues;
6. respect the majority vote of the group.

The goal of spiritual discernment is to receive God's guidance.

1. Take time to become settled in God's presence.
2. Listen to others with your entire self (senses, feelings, intuition, imagination, and rational faculties).
3. Do not interrupt.
4. Pause between speakers to absorb what has been said.

5. Do not formulate what you want to say while someone else is speaking.
6. Speak for yourself only, expressing your own thoughts and feelings, referring to your own experiences. Avoid being hypothetical. Steer away from broad generalizations.
7. Listen to the group as a whole – to those who have not spoken aloud as well as to those who have.
8. Generally, leave space for anyone who may want to speak a first time before speaking a second time yourself.
9. Hold your desires and opinions – even your convictions – lightly.

It is the responsibility of all Executive members to work together to fulfill these duties.

Policy name: property	Date approved: February 10, 2010 and April 14, 2010 Revised: November 10, 2010 Revised: April 13, 2011
Policy type: Executive Governance	Review date: 2012-2013
Purpose of the policy: The policy provides guidance for the use of property or cash received from the disposition of church property.	

Distribution of assets - general

Conference occasionally receives assets from the sale of church property in accordance with different Sections 268, 269 and 270 of *The Manual*. Each section requires a different process at the congregation/Presbytery level before assets come to the Conference. In distributing the assets, Conference is bound by the requirements of each *Manual* section. (2010)

Surplus property – Section 268 of *The Manual* (amalgamations)

The Conference will not entertain requests from Presbyteries for use of surplus funds.

Funds will be disbursed in the following order:

1. Repayment of any expenses related to the holding and disposition of the property.
2. After holding and disposition expenses have been deducted, a tithe of 10% to the Mission & Service Fund
3. After holding and disposition expenses have been deducted, a tithe of 10% to the Toronto United Church Council's Sustainable Energy Loan Fund.
4. Maintain Conference-designated funds that have fallen below the prescribed minimums, not to exceed 40% of the funds available for disbursement.
5. All remaining funds to the Presbyteries of Toronto Conference Corporation for equal distribution to the four Presbytery funds held by the Presbyteries of Toronto Conference Corporation. (2010)

Presbytery requests – Sections 270(d) and 269(b) of *The Manual* (ceasing to exist/disbanding)

Funds will be disbursed in the following order:

1. Repayment of any expenses related to the holding and disposition of the property.
2. After holding and disposition expenses have been deducted, a tithe of 10% to the Mission & Service Fund, unless the Presbytery-approved plan for disbanding includes this provision.

3. After holding and disposition expenses have been deducted, a tithe of 10% to the Toronto United Church Council's Sustainable Energy Loan Fund.
4. Maintain Conference-designated funds that have fallen below the prescribed minimums, not to exceed 40% of the funds available for disbursement.
5. Support for requests from the Presbytery as per Section 270 and 428, based on the following:
 - a statement from the Presbytery indicating how the granting of funds for a particular ministry falls within the mission strategy of the Presbytery;
 - a description of the process Presbytery used to determine its support for the request;
 - a description of the financial situation of the particular ministry including revenue, expenses, and all other sources of income related to the specific request.
6. All remaining funds to the Presbyteries of Toronto Conference Corporation for equal distribution to the four Presbytery funds held by the Presbyteries of Toronto Conference Corporation. (2010)

Donations (both cash and other property)

1. payment of any expenses relating to receipt of the gift (2010)
2. After payment of any expenses relating to receipt of the funds, a tithe of 10% to the Mission & Service Fund.
3. After payment of any expenses relating to receipt of the funds, a tithe of 10% to the Toronto United Church Council's Sustainable Energy Loan Fund.
4. Maintain Conference-designated funds that have fallen below the prescribed minimums, not to exceed 40% of the funds available for disbursement.
5. All remaining funds to the Presbyteries of Toronto Conference Corporation for equal distribution to the four Presbytery funds held by the Presbyteries of Toronto Conference Corporation. (2010)

Declining A Gift (2011)

At times, Conference may choose to decline a gift if one of the following conditions is known:

- There are conditions to a gift and its designation which are not consistent with the objectives, values, and goals of Toronto Conference
- The gift could financially jeopardize the donor or Conference
- The gift or terms are illegal
- Conference does not have the resources to honour the terms of the gift
- An appropriate fair market value cannot be determined, or will result in unwarranted or unmanageable expense to Conference
- There are physical or environmental hazards
- False promises have been made
- The gift could jeopardize the tax-exempt status of Conference
- The gift could improperly benefit any individual

If the decision is to decline a gift, the donor, or executor where applicable, will be informed as soon as possible but no later than 60 days from the date on which Conference received detailed information in writing about the proposed gift.

Policy name: public statements	Date approved: April 14, 2009 Revised: June 9, 2010
Policy type: Executive Governance	Review date: 2012-2013
Purpose of this policy: This policy provides guidelines to members of the Conference Executive and Presbyteries regarding who can speak on behalf of the Conference and Presbyteries.	

Both the Conference and Presbyteries may issue statements to the church and the wider public.

Statements initiated at the Conference level

Statements on emergent issues not previously considered by Toronto Conference or the General Council shall be made by the Executive.

Statements on issues where there has been Toronto Conference or General Council action may be made by the president or the Executive Secretary with such action to be reported to the next meeting of the Conference Executive.

The spokespersons for the Conference shall be (in order of priority):

- Conference president (the president may delegate this authority)
- Executive Secretary (the Executive Secretary may delegate this authority)
- Past-president or president-elect. (2010)

Statements initiated at the Presbytery level

If a Presbytery issues a statement, the Conference requests that the initiating Presbytery inform the other Presbyteries and the Conference prior to general distribution of the statement. (2010)

If a Presbytery wants the Conference to make a statement on behalf of the entire Conference, then all four Presbyteries and the Conference Executive must be consulted and must agree with it (all Executives to approve).

The spokespersons for Conference-wide Presbytery-initiated statements shall be (in order of priority):

- Chair of the initiating Presbytery (the chair may delegate this authority)
- Chair of Presbytery group which began the process (chair may delegate this authority)
- Conference president (the president may delegate this authority)
- Executive Secretary (the Executive Secretary may delegate this authority).

Policy name: role of past-president	Date approved: April 14, 2009 Revised: April 14, 2010 Reviewed: November 10, 2010 Revised: April 13, 2011 Revised: June 8, 2011
Policy type: Executive Governance	Review date: 2013-2014
Purpose of the policy: The policy brings clarity to the role of the past president.	

There shall be a past president of Conference who shall hold office for one year immediately following serving two years as president.

Tasks/responsibilities

- a) be a member of the Conference Executive
- b) act for the president if necessary or upon request
- c) be a resource to the current president
- d) chair the Executive's nominations committee (2010)
- e) be a resource to current and future presidents (2011)
- f) if applicable, be a member of Presbytery in accordance with Section 310(b)xii of *The Manual* (2011)
- g) be part of the agenda planning team consisting of the president, president-elect or past-president, and executive secretary. (2011)

Policy name: role of president	Date approved: April 14, 2009 Reviewed: November 10, 2010 Revised: June 8, 2011
Policy type: Executive Governance	Review date: 2013-2014
Purpose of the policy: This policy provides clarity on the role of the president.	

There shall be a Conference president who holds office for two years.

Tasks/responsibilities

See *The Manual*, Sections 430-431, which include:

- a) constituting the meetings of the Conference
- b) Presiding, preserving order, taking the vote, and announcing Decisions
- c) directing the business of the Conference
- d) immediately after calling the roll, causing to be reported to the Conference the names of members of the Order or Ministry transferred into and out of the Conference
- e) performing such other duties as may be assigned by the Conference or the General Council

In addition, the president:

- f) acts as spokesperson for the Conference in dealings with the media
- g) represents the Conference at public functions
- h) meets with the moderator and other Conference presidents/leading elders if meetings are held during the term of office
- i) attends meetings of the Presbyteries and UCW presbyterials at their request
- j) Is part of the agenda planning team consisting of the president, president-elect or past-president, and executive secretary. (2011)

Reporting relationship: to the Conference and its Executive

Liaison required with: Executive Secretary of Conference once or twice per month; with moderator and other Conference presidents/leading elders if meetings are held during the term of office

Financial control/responsibility: responsible for budget line for presidential expenses

Time required: average 10-12 hours per week

Term of office: two years, beginning at the rise of the Conference annual meeting; preceded by one year as president-elect; followed by one year on the Conference Executive as past president

Skills required

- ability to chair meetings with grace, good humour and efficiency
- ability to articulate positions taken by Toronto Conference and The United Church of Canada
- ability to delegate tasks; ability to discern and make use of the skills of other members of the Conference's Executive and other volunteers
- ability and willingness to speak publicly
- the ability to remember and rehearse the covenants and policies of The United Church of Canada and Toronto Conference

Orientation/training provided: yes, through Executive Secretary and past president

Other available resources

- president's advisory committee (if president chooses to name a committee)
- members of the Conference's staff
- other Conference volunteers
- General Council staff and volunteers
- Presbytery volunteers and staff
- wisdom of past presidents
- travel allowance based on General Council approved rates, plus meals and accommodation if required

Benefits to person holding job

- seeing the church from a wider perspective and learning from a highly divergent group of individuals and groups within the church
- personal satisfaction; the position may bring the president into contact with other Conferences and adds a church-wide dimension to the person holding the position
- gives opportunities for dialogue with persons and organizations in the wider community

Benefits to church

- president helps to shape the Executive and the general meeting for equipping the saints
- provides way of linking the Presbyteries and Pastoral Charges and the wider church

Policy name: role of president-elect	Date approved: April 14, 2009 Revised: April 14, 2010 Reviewed: November 10, 2010 Revised: April 13, 2011 Revised: June 8, 2011
Policy type: Executive Governance	Review date: 2013-2014
Purpose of the policy: This policy brings clarity to the role of the president-elect.	

There shall be a Conference president-elect who shall hold office for one year immediately prior to being installed as president.

Tasks/responsibilities

The president-elect spends year learning about the working of the Conference and the issues it is facing.

Specific tasks include:

- a) be a member of Conference's Executive
- b) be part of the agenda planning team consisting of the president, president-elect or past-president, and executive secretary. (2011)
- c) represent the president at events which the president is unable to attend
- d) attend meeting of the General Council if held during term of office
- e) chair the Executive's nominations committee (2010)
- f) fulfill other tasks as assigned by the Conference
- g) act for the president if necessary or upon request (2010)

See section 430 (b) of *The Manual*

Reporting relationship: to the Conference and its Executive

Liaison required with: the president and/or Executive Secretary of Conference

Financial control/responsibility: none

Time required: average three hours per week

Term of office: one year, from the rise of one Conference general meeting to the rise of the next general meeting; followed by two years as president of Conference; followed by one year on the Conference Executive as past president

Skills required (2010)

- ability to chair meetings with grace, good humour and efficiency
- ability to articulate policies and positions taken by Toronto Conference and The United Church of Canada (2011)

- ability to delegate tasks
- ability to discern and make use of the skills of other members of the Conference's Executive and other volunteers
- ability and willingness to speak publicly
- ability to sit back while current president is in office;
- ability to do some thinking and dreaming about a theme while in office as president (2011)

Orientation/training provided: yes, through Executive Secretary

Policy name: training and education	Date approved: April 14, 2009 Reviewed: April 13, 2011
Policy type: Executive Governance	Review date: 2013-2014
Purpose of the policy: The Executive commits itself to be a learning community.	

To deepen its competence, the Executive will engage in on-going learning regarding policy governance, the role of the Executive, and ensuring clarity of roles and relationships. The Executive will regularly review and evaluate its activities.

Executive/staff relations policies

Purpose of this kind of policy: These policies make clear statements about the boundaries between the board and staff, and ensures all parties know where accountability lies.

“Since the CEO is accountable for the success of the total organization, the matter of who does what on the staff is immaterial to the board.” (John Carver, *Reinventing Your Board*, p. 117)

“Accountability requires 1) setting expectations, 2) assigning performance to someone, and 3) checking to see if the expectations are met.... The board’s monitoring stance with respect to the CEO, then, is simply to inspect whether the CEO has given the board what it wants (Ends) and has avoided what the board doesn’t want (Executive Limitations).” (John Carver, *Reinventing Your Board*, p. 127)

“Any reasonable interpretation” means just that.... “Would I have made that decision?” is a different question from, “Is that decision or outcome a reasonable interpretation of what we said?” (John Carver, *Reinventing Your Board*, p. 129)

“The CEO must be able to rely on the board to confront and resolve issues of governance while respectfully staying out of management. The board must be able to rely on the CEO to confront and resolve issues of management while respectfully staying out of governance.” (John Carver, *Boards that Make a Difference*, p. 118-119)

Policy name: staff relationship	Date approved: April 14, 2009 Revised: September 8, 2010
Policy type: Executive/staff relations	Review date: 2012-2013
Purpose of this policy: This policy outlines the Executive's relationship to the Executive Secretary and the Conference staff.	

The Executive's sole official connection to the operational organization, its staff and work will be through the Executive Secretary.

1. The Executive Secretary is authorized to establish operational policies, take actions and develop activities which are faithful to the Conference's Mission/Ends policies, except for those limitations noted in the Executive Secretary Limitations policies.
2. Decisions or instructions of individual Executive members are not binding on the Executive Secretary except when explicitly authorized by the Executive.
3. The Executive Secretary shall be responsible for...
 - a) carrying out the policies of the Executive;
 - b) reporting on compliance with Executive policies;
 - c) providing resources and information for Executive Decision-making;
 - d) ensuring that the requirements of *The Manual* and published General Council policies are followed.
4. The Executive Secretary shall be appointed, supervised and released following General Council personnel policies. Salary and benefits shall follow General Council policies.
5. The Executive Secretary is accountable to the Executive and to the General Council through the supervisor appointed by the General Council.
6. All Conference staff are accountable to the Executive Secretary and report directly or indirectly to the Executive Secretary, in accordance with General Council human resources policies.
7. The Executive Secretary shall determine staff responsibilities with respect to General Council areas of work.
8. The Executive Secretary will consult the Presbyteries regarding work plans for the Conference staff deployed to the Presbyteries, and will solicit opinions from diverse voices in performance evaluations of all staff. (2010)
9. Conference staff are not directly accountable to any Conference committees or Presbyteries or Presbytery committees, task groups, Commissions, etc.

10. Executive, Presbyteries and any committees, task groups, Commissions, etc. will not assign work to persons who report directly or indirectly to the Executive Secretary.

11. Executive and Presbyteries will not hire, release, supervise or evaluate directly any Conference staff.

12. The Executive Secretary will be consulted on all personnel contracts except those in the pastoral relations system.

Policy name: monitoring Executive Secretary performance	Date approved: April 14, 2009 Reviewed: April 13, 2011
Policy type: Executive/staff relations	Review date: 2013-2014
Purpose of this policy: This policy deals with the accountability of the Executive Secretary.	

The Executive Secretary is accountable to the Executive, and to the General Council through the supervisor appointed by the General Council.

1. Performance review: The Executive Secretary's formal performance review will be conducted by the supervisor appointed by the General Council office on a schedule determined by the General Council office.
2. Monitoring: The Executive will monitor the Executive Secretary's performance on a regular basis. The Executive Secretary will be in compliance with Executive policies. The Executive may monitor compliance in any of the following ways:
 - a) the Executive Secretary provides regular reports on compliance with policies;
 - b) an external third party selected by the Executive assesses compliance with Executive policies; and
 - c) a designated member or members of the Executive assess compliance with Executive policies.
3. Standard for evaluation: The standard of evaluation for compliance with policy is whether the Executive Secretary has followed the policy using a reasonable interpretation of the policy.

Executive Secretary Limitations Policies

Purpose of this kind of policy: This policy is to describe the limitations of the Executive Secretary and to outline the accountability and monitoring procedures.

Governance requires delegating power to those who direct the daily work, and holding them accountable for their performance. Governance means seeing that the congregation's money, property, and people are kept safe, and that the congregation lives in harmony with its own values.... Governance is holding the whole institution and its work in trust, voicing its intentions, making its biggest decisions, and taking responsibility for its performance. (Dan Hotchkiss, *Governance and Ministry, rethinking board leadership*, p. 65-66)

"The board must have *control over* the complexity and details of staff operations. It is also important for a board to be *free from* the complexity and details of staff operations.... The board needs to be free from operational matters because it is a part-time body with little time to get its own job done." (John Carver, *Boards that Make a Difference*, p. 74)

"The total message the board sends to staff consists of what outputs are to be achieved (Ends) and what may not be done in the process of achievement (Executive Limitations)." (John Carver, *Boards that Make a Difference*, p. 79-80)

"The board is responsible for creating the future, not minding the shop." (John Carver, *Boards that Make a Difference*, p. 99)

"Organizational achievement requires rigorous expectations as well as optimal latitude for managerial choices.... As a succinct and powerful substitute for prescribing managerial means, the board avoids micromanagement by saying clearly what it will not put up with." (Caroline Oliver, gen. ed., *The Policy Governance Fieldbook*, p. 299)

A board that takes responsibility for governance puts pressure on the staff (including volunteers who act as staff) to take responsibility for ministry. (Dan Hotchkiss, *Governance and Ministry, rethinking board leadership*, p. 178)

Policy name: general constraints	Date approved: April 14, 2009 Revised: June 9, 2010 Revised: November 10, 2010
Policy type: Executive Secretary Limitations	Review date: 2012-2013
Purpose of this policy: This policy outlines in general terms the limits of the Executive Secretary's authority. (2010)	

The Executive Secretary shall use his/her gifts and talents in support of the Conference's mission.

1. The Executive Secretary's ministry shall be in accord with the "Standards of Practice and Ethical Standards for Ministry Personnel" as named by the General Council as those practices and standards relate to the position of an Executive Secretary.
2. No Decisions shall be taken by the Executive Secretary which properly belong to Toronto Conference or its Executive as outlined in the Basis of Union, Sections 420-429 of *The Manual* and other policies of The United Church of Canada.
3. Dealings with staff and volunteers shall not violate any relevant human rights legislation.
4. The Executive Secretary shall not deviate from established Conference policies.
5. Information and advice to the Conference Executive will not have significant gaps in timeliness, completeness or accuracy.
6. In providing staff support to the Interview Committee and the Settlement and Pastoral Relations Committee, the Executive Secretary will ensure that the committees operate within the authority conferred on them by *The Manual*.
7. The executive secretary may take initiative involving use of financial resources to a maximum of \$50,000, ensuring that the source of funds is clear and that the Conference's financial position not be affected adversely; before making financial decisions, the executive secretary is to consult with the president and past president/president-elect. (2010)

Policy name: budgeting	Date approved: April 14, 2009 Revised: June 9, 2010 Revised: April 13, 2011 Revised: November 16, 2011 Revised: April 11, 2012
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of this policy: This policy outlines the budget process to be followed by the Executive Secretary.	

The Executive Secretary shall ensure that...

budgeting shall not deviate significantly from the core values, principles, and priorities as determined by the Executive. There shall not be any significant risk or financial jeopardy in any decisions made and there shall be an acceptable level of planning to achieve the priorities.

1. Budgets will be presented for approval at the Conference general meeting.
2. The budget as well as all financial procedures with Toronto Conference shall adhere to generally accepted accounting principles and practices.
3. Budgets will reflect a commitment to the long-range sustainability of the work of the Conference.
4. Budgets will be consistent with the Conference's mission, short-term and long-term goals, and strategies.
5. Budgets will include the past financial performance as well as realistic projections.
6. The budget will be presented as a zero-based budget, that is the expenditures will not exceed the revenues and other funds available for use by the Conference's operating budget.
7. Any restricted funds shall not be used for any other purpose than those specified by the funds' terms of reference.
8. Financial reports and statements of the current financial position will be presented to the Conference Executive in a timely manner. This will enable the Executive to assess the financial status of the Conference and to make any necessary amendments to the current operating budget and future projections.
9. All non-budget expenditures over \$ 5,000 shall be approved by the Executive.

10. The litigation budget line will include administrative costs, but not settlement costs, related to reviews initiated by Presbyteries to a maximum of \$5,000 (2010).
11. The first call on any under-spending will be to replenish any Conference funds that have fallen below their minimum amounts and any remaining under-spending will be transferred to the property renovation fund while it exists (2011/12).
12. The Conference not support financial fund-raising efforts of other organizations (2011).

Policy name: cash management	Date approved: April 14, 2009 Reviewed: April 11, 2012
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of the policy: This policy ensures that cash flow is managed properly.	

The Executive Secretary shall ensure that...

1. There will be sufficient cash kept in the general operating account to pay all ongoing expenses for Conference, its Presbytery offices, and other managed properties.
2. Cash or cash equivalent should be available to cover at least four months of expenses at any give time.

Policy name: communication	Date approved: April 14, 2010
Policy type: Executive Secretary Limitations	Review date: 2012-2013
Purpose of this policy: This policy outlines the ways in which communication enables the Conference to fulfill its stated mission.	

The Conference will communicate broadly.

Accordingly, the Executive Secretary shall:

1. Communicate information relating to the religious life of The United Church of Canada within the Conference to all levels of the church and to the wider community
2. Provide resources to enable the telling of stories and promoting of activities throughout the Conference in the most effective manner
3. Employ a variety of communication methods that will encourage on-going dialogue
4. Use understandable language in all communication
5. Ensure that best practices are used.
6. ensure that requests for distribution of material from inter-Presbytery groups communicating beyond their Presbyteries be referred directly to the Presbyteries for a decision whether to circulate the material.

Policy name: Conference Fund	Date approved: April 14, 2010 Revised: April 13, 2011 Revised: February 8, 2012
Policy type: Executive Secretary Limitations	Review date: 2012-2013
Purpose of this policy: This policy sets the parameters for the Conference Fund.	

The Executive Secretary shall ensure that the Conference Fund adheres to the following guidelines:

1. the fund shall be capped at \$500,000 or such other higher amount as the Executive may determine from time to time;
2. the fund shall be used for the following purposes (2011)(2012):
 - support to Presbyteries incurring legal expenses resulting from Appeals and/or Formal Hearings at the request of a Presbytery
 - support of extraordinary Conference needs as determined by the Executive
3. the fund may be used to provide one-time grants up to \$50,000 to support new initiatives serving all Presbyteries within Toronto Conference based on the following criteria (2011) (2012):
 - the specific purpose of the grant
 - the specific amount of the grant request
 - a description of how the request fits within the mission of Toronto Conference
 - a description of the benefit to all four Presbyteries
 - a detailed outline of the project or plan, including desired results and timing
 - a detailed outline of the budget, including funding from other sources
 - Is the program or project being addressed in another venue?

Grants are to be approved by the Executive upon recommendation of the executive secretary (2012).

4. the fund shall be replenished with proceeds from the sale of church property.

Policy name: disposition of property	Date approved: April 14, 2010 Revised: September 8, 2010
Policy type: Executive Secretary Limitations	Review date: 2012-2013
Purpose of this policy: This policy outlines the practices to be followed with regard to disposition of property.	

Property will be held by the Conference solely for office location purposes.

Accordingly, the Executive Secretary shall:

1. inform the Conference Executive of property which has been received by the Conference in any form;
2. dispose of property in a timely manner to the benefit of the Conference and its Presbyteries;
3. the executive secretary has authority to dispose of property to a limit of \$1,000,000 (2010);
4. sales of properties over \$1,000,000 are conditional on approval of the Conference Executive (2010).

Policy name: Incorporated Ministries (2010)	Date approved: April 14, 2009 Revised: September 8, 2010
Policy type: Executive Secretary Limitations (2010)	Review date: 2013-2014
Purpose of this policy: This policy names the Executive's expectations to be followed by the Executive Secretary regarding Incorporated Ministries. (2010)	

Conference will exercise its oversight of Incorporated Ministries as outlined in Section 429 of *The Manual* and the guidelines which accompany that section.

1. Approvals: In dealing with Conference-required approvals, the Executive Secretary shall make recommendations for action, ensuring and reporting that the appropriate processes have been followed. (2010)
2. Oversight: The Executive Secretary shall inform the Executive about any issues or concerns that arise regarding Incorporated Ministries supervised by Toronto Conference, with recommendations for action, if required. (2010)

See Appendix D for the list of Incorporated Ministries within Toronto Conference. (2010)

Policy name: investment policy	Date approved: April 14, 2009 Revised: February 9, 2011 Revised: June 8, 2011
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of the policy: The policy sets out the screening criteria and investment strategies to be followed.	

The Executive Secretary shall ensure that the Conference's investments adhere to the Conference's investment policy found as Appendix C of the Toronto Conference policy *Handbook*. (2011)

Policy name: Marriage officiant registration policy (2011)	Date approved: June 8, 2011 Revised: September 14, 2011
Policy type: Executive Secretary Limitations (2011)	Review date: 2014-2015
Purpose of this policy: This policy names the Executive's expectations to be followed by the Executive Secretary regarding registration of marriage officiants. (2011)	

Marriage officiants will be authorized by the Executive Secretary in accordance with the Province Of Ontario's requirements and the Conference's marriage officiant registration policy.

1. For Province of Ontario purposes, the Executive Secretary or designate shall be the "governing official" of Toronto Conference, fulfilling all provincial requirements with respect to the registration of marriage officiants.
2. Marriage officiants shall be registered for permanent licences if they are Ministry Personnel...
 - a. in calls or appointments
 - b. serving a Presbytery-recognized Ministry.
3. Marriage officiants may be registered for permanent licenses if they are Ministry Personnel or retired Designated Lay Minister's (DLM) in relationship with a Pastoral Charge as a Voluntary Associate Minister. (2011)
4. Marriage officiants shall be registered for temporary licences upon receipt of the following assurances:
 - a. Ministry Personnel and retired DLM's must provide written confirmation of good standing within The United Church of Canada or in a denomination recognized by the Canadian Council of Churches and/or the World Council of Churches. (2011)
 - b. Ministry Personnel and retired DLM's shall supply a letter of support from the Ministry Personnel serving the congregation in which the wedding is taking place. (2011)
 - c. For "off site", non-church weddings, Ministry Personnel and retired DLM's shall provide a letter of support from a congregation whose marriage register is being used to register the wedding. (2011)
 - d. All marriages shall be registered in a marriage register kept by a congregation or Presbytery-recognized Ministry.
 - e. The maximum number of temporary registrations to be authorized for any individual in any calendar year is three. Ministry Personnel and retired DLM's wishing to conduct more than three weddings per calendar year will be required to become Voluntary Associate Ministers. (2011)

Policy name: overall financial policy	Date approved: April 14, 2009 Reviewed: April 11, 2012
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of this policy: This policy outlines several financial expectations to be followed by the Executive Secretary.	

The Executive Secretary shall ensure that...

all revenues and expenditures are recorded on an accrual basis for all regular transactions. Fixed assets are capitalized and adjustments are made, usually at year-end, in accordance with generally accepted accounting standards and principles.

Policy name: Presbytery finances	Date approved: April 14, 2009 Revised: April 11, 2012
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of this policy: This policy outlines the practices to be followed with regard to Presbytery finances.	

The Executive Secretary shall ensure that each of the four Presbytery Offices shall follow common procedures as follows:

Petty Cash

1. Each Presbytery office will have a \$200 petty cash float for small incidental purchases.
2. Petty cash will be administered by the administrative staff person in the Presbytery office.
3. All petty cash disbursements will have corresponding receipts.
4. Petty cash will be replenished upon receipt of a completed form with receipts attached. A cheque will be issued by Toronto Conference.

General Expenses

1. Office supplies will be ordered by the Presbytery administrative staff based on an approved budget or upon approval from the Toronto Conference Finance Administrator. Supplies will be charged to a credit card as much as possible. All invoices will be sent directly to the Conference office for payment. (2012)
2. Program supplies or general purchases will be ordered by the administrative staff based on an approved budget or upon approval from the Toronto Conference Finance Administrator. Invoices will be sent directly to the Conference office for payment
3. Room rentals, catering expenses must be approved by the Presbytery administrative staff and forwarded to the Conference office for payment.
4. Reimbursement will only be done upon receipt of an invoice or completed form (i.e. cheque requisition forms).
5. Any expenses over the approved Presbytery budget or for extra-ordinary projects of the Presbytery must have pre-approval from the Presbytery.

Expense Reimbursement – Staff and volunteers

1. Expenses will be reimbursed following established General Council rates. Forms for budgeted Presbytery-related expenses will be authorized by persons designated by the Presbytery or by Conference staff deployed in the Presbytery. All expense forms must be completed in full and submitted directly to the Finance and Property Administrator.
2. Expense claims of less than \$25 will be paid on a quarterly basis. Volunteers are encouraged to accumulate expenses and submit them after the minimum level of \$25 is reached.

Equipment and Property Maintenance

1. Each office will have equality of technology.
2. Regular maintenance (service contracts) will be coordinated through the Conference's Finance and Property Administrator in consultation with Conference staff deployed in the Presbytery in terms of workload and schedules.
3. Any property issues will be reported to the Conference Finance and Property Administrator who will coordinate the resolution of the issue.

Staff

Toronto Conference will follow all financial policies approved by General Council or its Executive as those policies relate to staff.

Presbytery Volunteer - Treasurer

Treasurer

Each Presbytery may appoint a person to act as Treasurer for the Presbytery as per Section 372 of *The Manual*. This is a volunteer position; each Presbytery may choose to offer an honourarium but that amount will be included in the annual Presbytery budget.

Duties of the Treasurer

- a) The Treasurer in consultation with the Presbytery Executive shall develop an annual budget that will be forwarded to the Conference's Finance and Property Administrator.
- b) The Treasurer will collect any revenue from events, gatherings, etc. and forward to the Conference's Finance and Property Administrator.

Policy name: protection of assets	Date approved: April 14, 2009 Reviewed: April 11, 2012
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of the policy: This policy ensures that the Conference's assets are protected.	

The Executive Secretary shall ensure that...

1. All assets owned by Toronto Conference shall be protected by adequate insurance against loss, fire, and theft.
2. All bank accounts will be held in a Canadian financial institution that is fully protected under the Canadian Deposit Insurance Corporation.
3. All funds received, processed or disbursed by Toronto Conference shall have sufficient internal controls in place that will protect these funds and meet the standards of the Conference-appointed auditors.
4. Financial policies and procedures will not be put in place that would jeopardize the Conference's charitable status as determined by Canada Revenue Agency (CRA).

Policy name: revenues/assessments	Date approved: April 14, 2009 Revised: April 13, 2011 Revised: September 14, 2011 Reviewed: April 11, 2012
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of the policy: This policy includes the Conference's processes to be used with regard to assessments.	

The Executive Secretary shall provide information to the Executive to enable it to determine the annual assessment of the Presbyteries within the Conference's boundaries and for the Executive to make recommendations to the general meeting of Conference. (2011)

The Executive Secretary shall ensure that...

1. Toronto Conference will prepare and send out to each Presbytery an invoice on an annual basis outlining the assessment levies for each Presbytery including how the calculation was determined and the actual numbers involved. (2011)
2. On behalf of the Presbyteries and upon request from the Presbytery, Toronto Conference will prepare and send out to each Pastoral Charge a letter and an invoice on an annual basis outlining the assessment levies for each Pastoral Charge as determined by each Presbytery. (2011)
3. Assessments will be due to the Conference in quarterly payments – on the first day of February, May, August, and November.
4. Assessments are based on the statistics received from the General Council *Year Book* as submitted by each Pastoral Charge. Statistics used for assessment purposes are based on the numbers from 2 years previous. (e.g. the 2011 assessments will be based on the 2009 statistics).
5. Conference Office will provide each Presbytery with reports on the Pastoral Charges that are delinquent in paying assessments and the Presbytery shall contact these Pastoral Charges for follow-up. By October 31, the Presbytery will determine whether assessments in arrears will be paid by the Presbytery through its budget or through a special assessment. In the event that a Presbytery does not provide direction on how the arrears will be covered, a special assessment will be levied on that Presbytery in the ensuing year. (2011)
6. Any Pastoral Charge that wishes to appeal its assessment shall do so through its Presbytery.

7. Each Presbytery may determine an additional assessment for Presbytery purposes. The additional assessment will be included in the assessments of that Presbytery.

Policy name: signing officers	Date approved: April 14, 2009 Revised: September 9, 2009 Reviewed: April 11, 2012
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of this policy: This policy outlines the signing officers and procedures to be followed by the Conference.	

The Executive Secretary shall ensure that the Conference is in compliance with the following...

1. The designated signing officers for Toronto Conference are the President, Past-President, President-elect, Executive Secretary, the Finance and Property Administrator, and a Conference program minister to be designated by the executive secretary. (2009)
2. Any two of the above noted signing officers are required for all cheques.
3. The Executive Secretary and the Finance and Property Administrator shall have the authority to sign all cheques for approved budget items. When the value of the cheque is greater than \$5,000 of any non-budgeted items a third party signature is required.

Policy name: vendor relations	Date approved: April 14, 2009 Reviewed: April 11, 2012
Policy type: Executive Secretary Limitations	Review date: 2011-2012
Purpose of this policy: This policy ensures that the Conference's financial dealings are transparent.	

In vendor relations the Executive Secretary will make the best use of the financial resources available.

Principles of Purchasing

1. Any goods purchased or services rendered shall only be from vendors that are consistent with the values of Toronto Conference and The United Church of Canada.
2. Vendor relations will respect the Conference's desire to operate at the lowest cost with the best value in its purchases.
3. All vendors will be treated in a fair and equitable manner.
4. For goods or services valued greater than \$5,000 three written quotes must be obtained by a tendering process. The result of this tendering process will be made based on specific criteria for the project and the decision made by the appropriate signing officer shall be binding. Purchases made through the General Council Office shall follow General Council policy and practices.
5. For goods or services valued under \$5,000 research should be done to ensure the price is reasonable and within the approved budget.

Exception

An exception to the purchasing policy will be for the costs relating to professional services (e.g. legal and audit fees).

Policy name: accessibility	Date approved: November 16, 2011
Policy type: Executive Secretary Limitations	Review date: 2014-2015
Purpose of this policy: This policy outlines the accessibility customer service standards to be followed by the Executive Secretary.	

The Executive Secretary shall ensure that the accessibility customer service standards as outlined, below, are followed.

Note: This policy contains statements that meet the requirements of the Customer Service Standard and other items that are good practices. This policy will be revised as other standards are introduced under the Accessibility for Ontarians with Disabilities Act (AODA), 2005.

1. **Our Mission**

The mission of Toronto Conference is to strengthen Congregations, Pastoral Charges, Outreach Ministries, and Missions to be faithful followers of Jesus Christ.

To fulfill that mission, the Conference Executive will:

1. Make the best use of the human and financial resources available.
2. Ensure oversight and compliance within the polity of The United Church of Canada
3. Provide resources in the Presbyteries to promote the work in the following areas – program, property, personnel and public witness, with further support from the staff in the central Conference office.

2. **Our Commitment**

In fulfilling our mission, Toronto Conference strives at all times to provide its programs, goods and services in a way that respects the dignity and independence of people with disabilities. Toronto Conference is also committed to giving people with disabilities the same opportunity to access our programs, goods and services and allowing them to benefit from the same services, in the same place, and in a similar way as other participants.

3. **Providing Programs, Goods and Services to People with Disabilities**

Toronto Conference is committed to excellence in serving all participants, including people with disabilities in the following areas:

- Conference annual meeting
- Executive meetings
- Committee meetings

- Consultations/events

3.1 Communication

- Toronto Conference will communicate with people with disabilities in ways that take into account their disability.
- Toronto Conference will provide information in formats that are accessible for people with disabilities.
- Toronto Conference will train staff and volunteers on how to interact and communicate with people with various types of disabilities.

3.2 Telephone Services

- Toronto Conference is committed to providing accessible telephone services to our participants.
- Toronto Conference will train office staff/volunteers to communicate with participants over the telephone in clear and plain language and to speak clearly and slowly.
- Toronto Conference will offer to communicate with participants by other means if telephone communication is not suitable to their communication needs, or is not available.

3.3 Assistive Devices

- Toronto Conference is committed to serving people who use assistive devices to participate in and benefit from our programs, goods and services.
- Toronto Conference will ensure that people are permitted to use their own personal assistive devices to access applicable programs, goods and services.
- Toronto Conference will familiarize staff/volunteers with the various assistive devices that may be used by participants with disabilities while accessing our programs, goods and services.
- Upon a participant's request, Toronto Conference will make every effort to provide the requested assistive device and/or service and to cover relevant financial expenses.

3.4 Accessibility Liaison

- Toronto Conference designates its executive secretary as Accessibility Liaison to oversee all issues relating to accessibility.
- As the Accessibility Liaison, the executive secretary will have several responsibilities:
 - propose policies on providing accessible programs, goods and services to participants with disabilities that are in compliance with the Accessibility Standards for Customer Service, Ontario Regulation 429/07 for approval by the Conference Executive.
 - monitor Toronto Conference programs, goods and services to ensure that practices and procedures are consistent with our governing policies.
 - coordinate accessibility training and training materials for all relevant staff and volunteers.

- ensure that assistive devices provided by the Conference are in good working order and that requests for assistive devices are met.
- be responsible for developing feedback procedures, reviewing feedback on accessibility and responding to any complaints or concerns.

4. Use of Service Animals

- Toronto Conference is committed to welcoming people who are accompanied by a service animal on parts of our premises that are open to the public.
- Toronto Conference will ensure that all staff, volunteers and others dealing with participants are trained on how to interact with people who are accompanied by a service animal.

5. Support Persons

- Toronto Conference is committed to welcoming people who are accompanied by a support person. Any person with a disability who is accompanied by a support person will be allowed to enter the premises with his or her support person.
- Fees will not be charged for support persons accompanying a participant.

6. Notice of Temporary Disruption

Toronto Conference will provide participants with notice in the event of a planned disruption in the facilities or services usually used by people with disabilities, and will make every effort to provide notice in the event of any unexpected disruption. This notice will include information about the reason for the disruption, the anticipated duration, and a description of alternative facilities or services, if available. The notice will be delivered to participants by the most suitable means.

6. Training for Staff and Volunteers

As the Accessibility Liaison, the executive secretary will be responsible for coordinating training for all employees, volunteers and others who deal with participants or other third parties on our behalf, and all those who are involved in the development and approvals of accessibility policies, practices and procedures.

7. Feedback Process

Toronto Conference strives to meet or surpass expectations while serving participants with disabilities.

Comments on our programs, goods and services regarding how well those expectations are being met are welcome and appreciated.

- Feedback regarding the way Toronto Conference provides programs, goods and services to people with disabilities can be made by the means most suitable to the person providing feedback.

- All feedback will be directed to the executive secretary as the Accessibility Liaison.
- Participants can expect to hear back within two weeks.
- Confidentiality will be respected.

Complaints will be addressed according to the procedures outlined by the executive secretary as Accessibility Liaison. Complaint procedures will be documented by the executive secretary as Accessibility Liaison and made available to the Conference Executive.

8. Modifications to this or Other Policies

Toronto Conference is committed to developing accessibility policies that respect and promote the dignity and independence of people with disabilities.

- No changes, therefore, will be made to this policy before considering the impact.
- Any policy of Toronto Conference that does not respect and promote the dignity and independence of people with disabilities will be modified or removed.

9. Questions about This Policy

This policy seeks to achieve service excellence to participants with disabilities. If anyone has a question about the policy, or its purpose, an explanation or reply will be provided by the Accessibility Liaison, Rev. David Allen, Conference executive secretary at dallen@united-church.ca; 416-241-2677, ext. 226 or 1-800-446-4629, ext. 226; Toronto Conference, 65 Mayall Avenue, Downsview, ON M3L 1E7; fax 416-241-2689.

Appendices

Appendix A

Policy Governance in Toronto Conference

At the 2007 annual meeting of Toronto Conference, a report on Conference governance and Presbytery concerns was received. This report was the culmination of much consultation within the Conference dating back over several years. In March, 2006 the Executive had authorized the president to name members to two task groups on governance and Presbytery concerns.

The following recommendations were approved:

- that the boundaries of the Presbyteries be revised to create four new Presbyteries of approximately equal number of Pastoral Charges and that these new Presbyteries be defined by June 30, 2008 to take effect June 30, 2009.
- that the base and rate of assessments be reviewed to consider such factors as Pastoral Charge income, assets and payroll, as opposed to resident membership only.
- that Commissions be established to accomplish the following:
 - set the boundaries and make recommendations concerning assessments.
 - restructure the Conference Executive to be approximately half the size of the current Executive with a majority of its members directly representing the four new Presbyteries.
 - consult with current Conference committees and representative bodies and Presbyteries and determine the membership and duties of Conference Executive
 - determine the complement and job descriptions of new Conference staff and to hire new staff to begin work in consultation with the Presbyteries.
- redistribute the work of the current Conference committees, other than the committees mandated by *The Manual*, to Presbyteries so that personnel, program, property and public witness are supported in each Presbytery.
- ensure that Conference Executive continue to take responsibility for the necessary functions of Conference as required by *The Manual*.
- deploy staff in each Presbytery to support local ministries in the areas of personnel, program, property and public witness with priorities for their work to be determined by the Presbytery; and that the Executive Secretary and appropriate administrative support staff be maintained in the Conference office.
- Staff Committee of Conference and the Presbyteries be directed to give notice to current staff that their employment relationship will end no sooner than June 30, 2008 and no later than June 30, 2009 with the exception of community and outreach ministry staff in Toronto West Presbytery.
- that the changes made formally reviewed with a report by a review team appointed by the Conference Executive to be returned to the Annual General Meeting of the Conference in 2010 (this was changed at the 2008 annual meeting to a review in 2012).

The Executive Commission was appointed following the 2007 Annual Meeting of Toronto Conference and met for the first time on June 28th, 2007. The members appointed were Marg Walker (chair), Kate Young, Bruce Ervin, Shelley Roberts and Amanda Buchanan. Michael Kooiman was appointed by the Steering Team in October, 2008.

Amanda Buchanan, Bruce Ervin and Kate Young were unable to continue with the Commission.

The Executive Commission determined that the re-structuring decisions of the 2007 Annual Meeting required the Conference Executive to operate in a very different manner. Section 400 of *The Manual* outlines the compliance and oversight responsibilities of a Conference. The Conference is required to have only two committees – the Settlement Committee and the Interview Board.

The Toronto Conference Executive acts on behalf of Toronto Conference between annual meetings of the Conference.

Toronto Conference has operated for many years with a large Executive composed of nine Presbytery chairs or their representatives; two General Council Executive members, the presidents of the UCW and AOTS; representatives of Toronto United Church Council; and the chairs or their representatives of 15-20 Conference standing committees.

The 2007 Annual Meeting decision directed that the Conference committee responsibilities be redistributed to the Presbyteries. The areas of responsibility are described as personnel, property, program and public witness.

The Executive Commission sought information about governance models from other Conferences in The United Church of Canada and other church organizations. Members read and researched policy governance in theory and practice. Commission members met with Doug Goodwin, Executive Secretary, British Columbia Conference to learn from the BC experience. The Commission is indebted to the work and wisdom of British Columbia Conference and other church bodies who have worked on policy governance.

Toronto Conference Executive has operated in a traditional administrative governance model where the Executive has made Decisions based on material/information and discussion at Executive meetings. In the new Conference system, the Executive will be required to govern differently, taking a policy governance approach. The Executive will ensure compliance and oversight of the responsibilities outlined in *The Manual*. There will be a Conference Settlement Committee and a Conference Interview Committee.

In a policy governance model, the Executive has an oversight role, rather than an active management role. In this model, there is a need to develop operational policies which are implemented by staff.

The Carver Policy Governance Model is one type of policy governance which uses means and ends to describe the work of the board and staff. The board establishes 'Ends' and the staff develops the 'Means' to accomplish the 'Ends'. The board monitors whether or not the 'Ends' are accomplished and if the 'Means' used by the staff worked.

The Carver Model includes 4 types of policies – Ends, Executive Limitations, Governance Policy and Board/Staff Linkages.

The Executive Commission policy governance model described/outlined in this *Handbook* has been developed to reflect the needs of Toronto Conference.

The Executive Commission believes that the Conference is acting as trustees for the Congregations, Pastoral Charges, Outreach Ministries and Missions within Toronto Conference.

With this Decision, the Executive Commission identified that the mission of Toronto Conference is to strengthen Congregations, Pastoral Charges, Outreach Ministries and Missions to be faithful followers of Jesus Christ. In order to fulfill that mission, the Conference Executive will:

1. Make the best use of the human and financial resources available
2. Ensure oversight and compliance within the polity of The United Church of Canada
3. Provide resources in the Presbyteries to promote the work in the following areas – program, property, personnel and public witness, with further support from the staff in the central Conference office.

In order to fulfill the role as trustees, the Conference Executive will need to ensure that the concerns of Congregations, Pastoral Charges, Outreach Ministries and Missions are heard.

This *Handbook* provides the policies developed by the Executive Commission for the new Toronto Conference Executive. The new Toronto Conference Executive will have orientation and education sessions about the policy governance model. It is anticipated by the Executive Commission that the new Toronto Conference Executive will review and revise as necessary the policies included in this *Handbook*.

The Executive Commission has attempted to ensure that the principles/guidelines approved by the 2007 Annual Meeting have been followed. Concerns and issues expressed to the Commission have been considered.

Decision on the composition of the Conference Executive

The Commission on the Role and Composition of the Conference Executive has decided that the Executive of Toronto Conference will consist of:

president
president-elect or past-president
Executive Secretary

three representatives elected by each of the four Presbyteries

Total: 15 people

Terms of office:

president (two years, as approved at 2007 annual meeting)
president-elect or past-president (one year, as approved at 2008 annual meeting)
Executive Secretary

Presbytery representatives (three year terms, renewable once)

Eligibility for subsequent election: A Presbytery representative, having served a total of six years, is eligible to be elected again no earlier than one year following the expiration of the total term of six years.

Initial Presbytery representation:

In the initial period of implementation, the Presbyteries will be requested to elect a person for a one-year term, a second person for a two-year term, and a third person for a three-year term, with the hope that these individuals would continue for a second term if possible.

Balance:

Each Presbytery's representatives will include at least one lay person and one Ministry Personnel.

January 3, 2008

...in the event of the death, resignation or removal of a president-elect or past-president of Conference, or in the event that the president-elect or past-president assumes the office of president in accordance with *Manual* Section 432, this 87th annual meeting of Toronto Conference adopt a policy authorizing the Executive to name a member at large to fulfil the duties of the president-elect or past president.

motion passed by Toronto Conference May 28, 2011

Appendix B

Conference Interview Committee Mandate

GENERAL PURPOSE

The Conference Interview Committee conducts interviews to help assess suitability and readiness for Ministry Personnel leadership within The United Church of Canada. The committee conducts all interviews required by *The Manual* and make recommendations to the Conference Executive. (2011)

Membership

Appointed by Conference: Chair, other specifically qualified persons as the Chairperson may call on from time to time.

Appointed by the Presbyteries: 10 members from each Presbytery (to include, if possible, at least one diaconal minister in the active pastorate; an ordained minister in the active pastorate; a designated lay minister; a congregational designated minister; a person qualified in Supervision; a professional counsellor or equivalent; at least four lay persons who have had a significant experience of life and work in the church; ministry personnel with experience serving as interim ministers and lay persons with experience of interim ministry)

A representative from the Presbytery will accompany all Interviewees at the point of final assessment with the exception of Interim Ministers who may be accompanied by a support person.

Interviewees will be considered by committee members from Presbyteries other than their own.

Interviews for specialized ministries, e.g. Interim Ministry or particular forms of Designated Lay Ministers will include interviewers with expertise in the particular specialty.

Staff support will be provided by the Executive Secretary.

Responsibilities

The Conference Interview Committee will fulfill the responsibilities as outlined in the following *Manual* sections:

Section 458 – Interview Board

Section 462 – Education and Students Committee

Section 465.1(b) – Interim Ministry Committee

Appendix C

TORONTO CONFERENCE INVESTMENT POLICY FOR CONFERENCE FUNDS

This policy refers to the following funds:

1. Conference fund
2. Contingency fund
3. Property maintenance fund

General Guidelines

1. All investments will meet the test of reasonableness, as seen by a prudent investor.
2. There will be no investment in any entity whose operations might reasonably be regarded as contrary to the mission of The United Church of Canada (Statement of Investment Policies and Procedures – SIPP).

Goal

The primary goal is capital preservation balanced against the annual income.

Time Lines

1. The expectation is to have 10% of the investments to be liquid within 90 days.
2. The expectation is to have 20% of the investments to be liquid within 1 year.
3. The balance of funds (70%) will be invested over 5 – 7 years, with at least 10% available for use each year.

Asset Allocation

The investments will be allocated in the following manner:

1. Money Market, Cash, or Cash Equivalents: 0 – 10%
2. Fixed Income: 0 – 75%
3. Equity: 0 – 15%

Eligible Investments

1. Cash, Cash Equivalents, and Money Market Securities
 - Government obligations such as Treasury Bills, Strip Coupons, Debentures, and/or Bonds issued directly or indirectly by the Federal Government or an agency or any of the Provinces or Territories with an appropriate credit rating of AA or higher.
 - Canadian dollar debt obligations of foreign (non Canadian and U.S.) sovereign issuers with an appropriate credit rating, AA or higher
 - Term Notes, Certificates of Deposit, Bankers Acceptances, bonds and strip coupons with an appropriate credit rating,
 - Commercial paper, bonds, debentures, and strip coupons issued of Canadian companies with an appropriate credit rating.
 - Loans to investment dealers (call loans) providing that full collateral value plus applicable margin is held at a banking institution.
2. Long Term Fixed Income Instruments
 - Government obligations (i.e. strip coupons, debentures and/or bonds) issued directly or indirectly by the Federal Government or an agency

(Canadian and U.S.) or any of the Provinces or Territories which hold appropriate credit ratings. Interest and principle are to be serviced in Canadian currency.

- Canadian Chartered Bank securities, deposit receipts, term notes, Certificates of Deposit, Bankers Acceptances, bonds and strip coupons provided they are of investment grade.
 - Corporate bonds or debentures from Canadian corporate issuers where the rating by major rating agencies is investment grade or better.
3. Common Equity
- Common equity candidates for inclusion in the portfolio will be mostly dividend paying stocks, in order to help meet the income requirements of Toronto Conference.
 - Convertible debentures and preferred shares issued by domestic corporations which are ranked as buy or hold by RBCDS.

Investment Limits

1. The purchase of any securities carrying a credit rating below AA for bonds or A1/R1 for commercial paper is strictly prohibited.
2. Investments in preferred shares will be limited to those carrying a credit rating of P2 or higher with a minimum outstanding float of 3 million shares.
3. Ratings used will be from one or more of the following rating agencies: Canadian Bond Rating Service, Dominion Bond Rating Service, Standard and Poor's Credit Rating Service and Moody's Investor Service.

Quantity Guidelines

1. The cumulative investment of preferred and common shares in any one company shall not exceed 20% of the overall value of the portfolio.
2. The cumulative investment in common equity stocks of any one organization shall not exceed 10% of the overall value of the portfolio.

Policy Review

1. This Investment Policy shall be reviewed annually by the Toronto Conference Executive to ensure that it remains consistent with the overall objectives of the Conference and is in compliance with prudent and conservative investment practices
2. The investment advisers, placement of assets, the brokers and the rates of return will be reviewed annually to ensure the portfolio is meeting the prescribed financial obligations of the Conference.
3. The list of acceptable investments/investors as approved by the policies of The United Church of Canada will be reviewed to ensure compliance by the current Investment Policy of Toronto Conference.

Fees

1. Fees may be paid to an Investment Manager who will advise Toronto Conference on its portfolio.

Appendix D

The Incorporated Ministries within Toronto Conference are:

736 Outreach Corporation formerly Bathurst Street United Corp.
Bedford Park Housing
Beginning Again, Richmond Hill
Brookbanks Non-Profit
Camp Big Canoe
Camp Simpresca
Central King Seniors Res.
Church of the Master Homes
Fairlawn Neighbourhood Centre
Fred Victor Centre
Grace Place Community Resource Centre
Hillcrest Lodge
Hope Seniors Centre
Humbervale Christian Outreach Foundation Inc.
Ina Grafton Gage Home
Kingsway-Lambton Homes for Seniors Inc.
Lake Scugog United Church Camp Inc.
The Massey Centre for Women
NUC-TUCT
Parkdale United Church Foundation Incorporated
The Presbyteries of Toronto Conference Corporation
Residences at St. Andrew's, Georgetown
Riverdale United Non-Profit Homes Inc.
Sparrow Lake Camp Corporation
St. John's UC Alliston Foundation
St. Matthew's Bracondale
St. Matthew's (Richmond Hill)
Thorncliffe Chapel Housing
Toronto Christian Resource Centre
Toronto United Church Council
United Church Developments – York Presbytery (Trinity Glen)
Weston King Neighbourhoods Centre
Wilmar Heights United Church Non-Profit Homes Inc.

Excerpt from Section 4 of Section 429 Resource Guide of The United Church of Canada (April 2011 version)

4. Ongoing Conference Supervision and Support

Under section 429, Conference has specific responsibilities for supporting and supervising incorporated ministries. [G-1: Conference Responsibilities](#) summarizes the responsibilities by category, and this section describes some factors in the ongoing supervision, providing suggestions and tools for the major required activities.

Comments on ongoing support and supervision

- *Focus on areas of risk:* Conferences need to focus their activities with IMs on basic compliance testing, individual review, and decisions on areas with the most benefit and impact.
- *Tailor the level of supervision and support to the type of group:* Support is especially critical for IMs providing core functions to United Church of Canada organizations (e.g., education centres, presbytery- or congregation-based mission and development councils) and to those ministries that visibly and passionately represent the church, such as community ministries, camps, and other community-directed programs. Where corporations have other “supervisors” (funders, provincial regulators), Conferences may find focusing on the corporation’s relationship with the church is the best use of resources.
- *Help build IM capacity, but don’t do their work for them:* IMs are legally independent organizations as well as the church’s presence in communities. By building capacity and sustainability in their governance, revenues, and programming, they will be less isolated and stronger decision-makers. Recognized key success factors for non-profit organizations are training, board recruitment, networking, and potential funding sources—all areas of support. A number of online resources are available, but it is critical to check that the information is applicable to your province.
- *Use Conference access to board decision-making as an early warning system:* As a non-voting corresponding board member, the Conference Executive Secretary has access to the IM boards, meeting minutes, committee/staff reports, and other materials. This information will assist in identifying issues before they become serious.
- *Make decisions promptly and follow up on issues:* While IMs can vary from small local groups to large facilities, they all require timely decisions from Conference and other players. Develop timelines that meet the operational needs of the corporation while meeting the oversight requirements.
- *Document everything:* Written correspondence and documentation are essential. When required, approvals should be in writing, signed, and with explanations.
- *Be fair and consistent:* Conference needs to be consistent and fair in its decisions and reviews of IMs, especially in interpreting and requiring compliance with section 429 and other requirements. If necessary, explore different organizational arrangements within or outside the church.

Conference Top 10: Where to Spend Most of Your Time and Energy

Review and follow up on

1. audited financial statements
2. insurance certificates
3. charity and corporate filings
4. board, AGM, and committee minutes and reports
5. oversight visit reports

Review and approve

6. bylaws for new corporations
7. major property transactions

Attend

8. one board meeting a year
9. Annual General Meeting

Arrange

10. board and staff training on United Church policies

Ensuring compliance with section 429 requirements

Conference connection with IM boards

Under the *Section 429 Guidelines*, Conference has a direct connection with each IM board, which is an avenue for communication and liaison between incorporated ministries and the broader church.

The Conference Executive Secretary (CES) is an ex-officio member of the IM board and should receive agendas and minutes of board meetings and have access to committee and other reports the board discusses. Through this mechanism, Conference has access to information that will assist in support and oversight.

Conference may choose to appoint an individual to represent the CES at annual general meetings and board/committee meetings. This person may be a member of the Conference Corporations Committee or other committee that has assumed the responsibility of corporate oversight, it may be a member of the Conference executive, or it may be another Conference staffperson.

Conference actions and what to look for

Reviewing board material will likely be the main ongoing task of the Conference. Reviewing agendas, minutes, related board meeting information, and annual reports will alert the Conference to issues or trends in an IM's organization that might lead to more active involvement. Some suggested areas to be aware of:

- indications of lack of quorum, limited discussion, domination of meetings and decision-making by staff, no (or many) declarations of conflicts of interest (from board minutes
- potential operating deficit, falling revenues or donations, falling investment returns, poor budgeting from quarterly or interim financial reports:
- turnover, vacancies, or difficulties in recruiting senior staff, board members, and officers
- unresolved concerns expressed by clients/program participants, funders/donors, program partners, public regulators, or accreditors
- lack of up-to-date or competitive processes in recruitment, purchasing, human resources, and engagement of technical consultants or specialized staff
- successes, positive changes, new programs and initiatives
- commitment of staff and volunteers to the mission and community

Attending board meetings enables the CES to

- explain church policies, standards, and regulations that IMs are expected to meet, including section 429 requirements and how to meet them, especially Conference expectations and rules
- point the board to resources, information, and other organizations

- compare organizational issues and capacity overall with other IMs in the Conference and in similar categories
- identify opportunities for collaboration and sharing among Conference IMs
- jointly, with the IM board and staff, plan the details of Conference-sponsored pastoral oversight visits and reviews, including ways of reducing overlap with similar accreditation (United Church and sector) and regulatory reviews

What the CES should NOT do

- **DO NOT** give advice that is considered professional: legal, accounting, engineering, appraisal, or other technical areas. This transfers accountability for the IM board's decisions and the outcomes to the church.
- **DO NOT** get involved in specific governance or management issues except to suggest processes that reflect good practice.

Setting Conference policies

Setting Conference policies that apply to all IMs is either required or suggested in the *Guidelines* for the following: insurance, debt, and the pastoral review process. It is important that these policies be able to address the unique needs of the various ministries in the Conference. These policies should not be administrative obstacles but instead reflect good business practice.

For consistency, Conference may also develop policies and procedures to address annual information filings (deadlines, list of documents), approval of land transactions, how Conference will define and approve a “majority of board members,” and the legacy process.

The [Conference sample policies](#) included here are intended to help the Conference set its own policy for each area. The following is a brief overview of what is included.

Reviewing annual reporting package

One of the main Conference activities is to collect and review or confirm the filing of annual information for each IM. The following are the components of the annual reporting package. Each is linked to a guide to help Conferences use the material.

- list of current board members ([P-1](#))
- minutes of annual general meeting ([P-2](#))
- insurance coverage ([P-3](#))
- audited financial statements or independent review of financial statements ([P-5](#))
- annual report ([P-6](#))
- confirmation of Registered Charity Information Return T3010 filing with CRA ([P-7](#))
- confirmation of annual corporate return filing with province/territory ([P-8](#))

To help track the receipt of material, develop a [schedule \(T-7\)](#) for reviewing the annual packages based on the fiscal year-ends and AGM dates of the IMs, with a checklist for reminders, follow-ups, and review by the committee members or others reviewing the materials.

Approval of majority of board members ([P-9](#))

In addition to the Conference Executive Secretary as an ex-officio member of the board, the church's interests are represented through the board members, the majority of whom are approved by the Conference. These members may or may not be members of The United Church of Canada, but having been approved by Conference, it is their role to represent the best interests of the church.

The *Guidelines* explain that while the corporation can determine its own manner of membership, the majority of the members cannot be members of the supervising Conference (or delegated court). The intent of the wording is to avoid situations where the supervising body constitutes the membership of the corporation and thereby, in essence, supervises its own work.

Approval of changes to incorporation documents (P-10)

Letters patent and corporate bylaws are the foundation documents of any corporation. Conference approval of these documents for new IMs recognized by the church under section 429, and any changes to existing documents, is required to ensure that the church's interests are met.

The section 429 requirements apply to the bylaws and letters patent of existing IMs as well as new corporations. In addition to approval being given by Conference and General Council, the IM membership must approve changes. Changes to letters patent also require provincial government approval.

In this and all other matters, the role of Conference is to advise the IM of the church's requirements and expectations. The Conference, if asked or needed, may suggest models or approaches that other non-profit organizations have used or may direct IMs to other resources.

Prior approval of IM requests re property transactions (P-11) and capital fundraising campaigns (P-12)

Conference approval of IM plans or operational decisions are limited but include transactions involving property and capital fundraising. These areas are of direct interest to the church and require Conference review and approval. The included resources provide background and a process for these areas. Section 429 also gives Conference flexibility in setting debt limits, a concern raised in the consultation leading to General Council 39's decisions on newly codifying IM supervision.

Setting levels of indebtedness (P-13)

Part of Conference's role in oversight is to assess the health of IMs and identify and support them in efforts to improve their programs and organization. The church needs to be assured that its organizations are on a firm financial footing and are sustainable. Identifying a reasonable level of debt for a ministry is one measure Conference is responsible for in achieving this goal. The included resource identifies what Conference needs to consider as it sets this level.

Oversight and accreditation visits

The Manual, section 332(d), states that the presbytery "shall be responsible for the triennial visit to Pastoral Charges and Presbytery ministries." While supervision of incorporated ministries is being given to Conferences, there is no similar requirement for triennial visits by Conferences in *The Manual*. Conferences need to consider how they will implement oversight, keeping in mind that such visits provide opportunities to connect and share stories as well as to identify challenges. This connection is different from what will happen through attendance at the Annual General Meeting and board meetings.

In addition to oversight visits, IMs may receive an accreditation visit through the national Duty of Care Program. Information from such visits may help Conferences prepare for and engage in oversight visits.

Ensuring that all United Church of Canada requirements are met

A key section 429 requirement of IMs is that “These ministries will adhere, at all times, to the applicable policies, standards, and regulations as they may be enacted by the General Council or its executive from time to time (point 10 of policy, page 8 of *Guidelines*). Examples of policies that affect IMs may include but are not limited to section 429 requirements, sexual abuse policies and procedures (including required training), and administrative standards (Duty of Care Program).

Encouraging and supporting best practices

Conferences may suggest sources of best practices, including United Church policies and procedures. The IMs have access to church programs (insurance, some grants, publications, training workshops) they may not be aware of.

Some of the subject areas ministries may need to access resources on are asset management, investments, recordkeeping, staff training, financial management, and governance. [G-4: Key Business Functions of Incorporated Ministries](#) lists these and other areas.

Conferences should review and adapt [C-4: Listing of Community Resources and Networks for Incorporated Ministries](#) for their communities and the range of program areas of their IMs. Some of the church’s resources for congregations, with some modifications, would be very useful guides for IMs.

Reporting to Conference and General Council on section 429 activities

Among the required reporting elements are the following:

- regular reporting to Conference Executive Committee (or other supervising decision-maker used by a Conference) through the Conference Executive Secretary or committee chair
- issues brought to the attention of Conference leadership and the General Secretary where time is of the essence, where there may be an impact on the broader church, or where General Council actions may be called for
- annual formal report of the work related to corporations; may be from a Conference Corporations Committee or similar body or a Conference staff person
- ideally, annual reporting from Conferences to General Council providing highlights of section 429 compliance, Conference support to incorporated ministries, and significant trends and issues

A reminder on Conference’s role with IMs coming into or leaving supervision

Conferences have the lead role for the church in responding to requests for changes in the status of ministries. Each discussion and set of actions will be unique as Conferences

- respond to requests for discussions on the legacy process
- provide guidelines and advice on dissolving corporations, including being aware of and consenting, if appropriate, to proceedings that might result in the voluntary winding up of an incorporated ministry
- represent the United Church in incorporating multi-party ministries (Category 2)

This area of work is new territory with limited experience. Conferences that may have ministries that are looking at Category 2 status or moving to legacy status can consult with staff at General Council for support. Resources will be made available as experience is gained.

Tools

- T-8: Letter Requesting Annual Reporting Information
- T-9: Letter to IM after Conference Review of Annual Reporting Package
- T-7: Annual Reporting Tracking of Conference Ministries
- G-2: Conference Filing System
- T-10: Request for Approval from Conference Executive Committee
- C-4: Listing of Community Resources and Networks for Incorporated Ministries

Resources

- United Church of Canada Administrative Standards (www.united-church.ca/local/duty/standards)
 - Camping Standards Manual*
 - Community Ministry Standards and Best Practices*
 - Seniors' Facilities Standards*
- United Church of Canada resources for congregations and others (www.united-church.ca/local)
 - Financial Handbook* (www.united-church.ca/local/congfin)
 - Trustees Handbook* (www.united-church.ca/handbooks)
 - Archives and Recordkeeping* (www.united-church.ca/local/archives/resources)
- United Way Checklist of Nonprofit Organizational Indicators (http://208.42.83.77/org_eval/uw_list.htm). Note that this resource is from the United States and may not be fully applicable in Canada—check local legislation.
- Charity Village website (www.charityvillage.com)

Appendix E

Policy review schedule

Mission/Ends Policies

- Conference mission June 2012
- Accessibility fund 2013-2014
- Compliance 2013-2014
- Interview committee 2013-2014
- Learning funds 2012-2013
- Oversight – extra appeals 2013-2014
- Oversight – Presbyteries 2012-2013
- Settlement and pastoral relations committee 2013-2014

Executive Governance

- Duties of Executive members 2011-2012
- Appointments to General Council committees and other bodies 2012-2013
- Conflict of interest 2012-2013
- Correspondence 2013-2014
- Embracing diversity (formerly listening to the ownership) 2012-2013
- Nominations 2013-2014
- Policy review schedule 2011-2012
- Principles of conduct 2011-2012
- Property 2012-2013
- Public statements 2012-2013
- Role of past-president 2013-2014
- Role of president 2013-2014
- Role of president-elect 2013-2014
- Training and education 2013-2014

Executive/Staff Relations

- Staff relationship 2012-2013
- Monitoring Executive Secretary performance 2013-2014

Executive Secretary Limitations

- General constraints 2012-2013
- Budgeting 2011-2012
- Cash management 2011-2012
- Communication 2012-2013
- Conference Fund 2012-2013
- Disposition of property 2012-2013
- Incorporated Ministries (formerly Oversight-Incorporated min.) 2013-2014
- Investment policy (annual review) 2011-2012
- Marriage officiant registration 2013-2014
- Overall financial policy 2011-2012

- Presbytery finances 2011-2012
- Protection of assets 2011-2012
- Revenues/assessments 2011-2012
- Signing officers 2011-2012
- Vendor relations 2011-2012

Appendix F

Process to be used to fill each of the Conference volunteer roles identified by position descriptions:

- All positions to be widely advertised using usual Conference & Presbytery channels of communication
- Nominations Task Group will receive nominations or applications for open positions
- Nominations Task Group will have conversation with nominees/applicants to ensure they understand the role and help them to discern their suitability for the role.
- Names of all willing to serve will go on the ballot.
- At the annual meeting an invitation for additional nominees will be accepted by a deadline clearly communicated to delegates to the meeting. Only nominations will be accepted at the annual meeting – no applications. All nominations must be in writing, and have the signature of the nominator, two additional supporters and the person being nominated, indicating they are willing to serve.
- Any person nominated will be required to meet with the Nominations Task Group to ensure they understand the role and are still willing to let their name stand. Their name would then be added to the ballot.

(this process was approved at the February 8, 2012 meeting of the Toronto Conference Executive)

Volunteer Position Descriptions

Volunteer Position description: General Council Executive (GCE) Representative	Date approved: February 8, 2012
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Purpose of the Position: Each Conference elects two voting members to the General Council Executive – one is a lay person; the other is Order of Ministry or a Designated Lay Minister. The Conference’s Executive Secretary attends the General Council Executive meetings as a corresponding member.

Reporting relationship

- to the Conference and its Executive
- to each Presbytery once a year

Term of office: two terms of the General Council (six years)

Time Commitment

- approximately 30-35 days per year including daytime, evening and weekend meetings; much reading time in preparation for meetings
- time will vary depending on additional committee or task group work taken on during term.
- willingness to travel for several days at a time, if meetings are held in other parts of Canada

Financial control/responsibility: none

Tasks/responsibilities

- attend meetings of the General Council Executive twice per year, three-four days each meeting
- attend meeting of the General Council for approximately eight days every three years
- serve on sub-Executive of General Council if elected to this position by the General Council Executive
- serve on a General Council committee or task group
- provide briefing information to the Conference’s alternate representative to the General Council Executive
- liaison required with other Conference GCE representative and Executive Secretary.
- meet with other Toronto Conference Commissioners during the term
- meet with Presbyteries annually or as requested

Skills required

- ability to sit through long meetings and handle a multitude of details about diverse subjects
- ability to think of the wider interests of the United Church including a long-term vision for the denomination and a concern for the health and welfare of the entire denomination
- ability to hear and represent the opinions of the Conference to the General Council, and of the General Council to the Conference
- ability to articulate Conference and General Council policies, actions and ethos
- ability to think of the long-term implications of policies which will affect the health of the denomination
- need good general knowledge of Toronto Conference
- experience from having served in Presbytery and/or UCW and/or Conference Executive is an asset
- need good working knowledge of the Manual
- ability to read, understand and question financial statements

Resources available

- orientation/training by Executive Secretary, the second GCE representative, and General Council governance committee
- the Conference appoints an alternate representative in case the elected representative is unable to attend meetings
- travel allowance based on General Council approved rates, plus meals and accommodation if required.

Volunteer Position description: Interview Committee Chairperson	Date approved: February 8, 2012
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Purpose of the Position: to serve as Chairperson of the Conference Interview Committee. (A committee defined in the Manual, sec. 456-458. Also 462 and 465.1(b))

Reporting relationship: to the Conference through the Conference Executive

Term of office: One year term, renewable to four years.

Time Commitment: average two hours per week. Five daytime meetings per year, could be slightly higher time commitment leading up to meetings and immediately following meetings.

Financial control/responsibility: none

Tasks/responsibilities:

- Chair meetings of the Conference Interview Committee
- Provide leadership and direction to members of the Interview Committee
- Assist interview teams in discernment, if required.
- Make decisions regarding interview team composition, and recruit others as required.
- Present Candidates to the Conference’s annual meeting.
- Be in communication with
 - Presbytery Education & Student’s Chairpersons concerning Candidates and inquirers,
 - General Council Staff & Presbytery Pastoral Relations Chairs concerning Admittands.
 - Presbytery Pastoral Relations chairs concerning Interim Ministers.

Requirements of the Position (including skills needed)

- Ability to work comfortably using technology (email, conference calls)
- Ability to read materials provided, and discern competency of interviewees, and areas needing further exploration.
- Experience in conducting interviews.
- Ability to meet deadlines.
- Chair meetings of the Interview Committee.
- Organizational skills - keeping track of processes & follow up
- Knowledge of various categories of Ministry and the educational processes for each
- Succession planning
- Long range tasks – good at process work
- Problem Solver - Can encourage good discussions and conflict resolution
- Good communicator

Resources available

- Staff Support – Executive Assistant (processing paperwork, setting up meetings, meeting deadlines)
- Committee members
- Presbytery E&S chairpersons
- General Council staff from Ministry Employment Unit

Volunteer Position description: Internship Convenor	Date approved: February 8, 2012
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Purpose of the Position: The person in this position is the primary Conference contact regarding internships.

Reporting relationship: to the Conference and its Executive

Term of office: One year, to a maximum of four one-year terms

Time Commitment: on average, two hours per week, but time may be concentrated during particular events or meetings

Financial control/responsibility: none

Tasks/responsibilities

- attend the annual General Council matching meeting
- meet with interns to understand their needs/desires regarding internships
- read documentation regarding internship sites
- contact the Presbytery Education & Students convenors to learn about sites and supervisors
- convene consultation with Presbytery people regarding internships
- coordinate training/orientation events, but not necessarily lead those events
- be aware of deadlines, and communicate those deadlines
- be the primary contact with the appropriate General Council working unit regarding any modifications or changes to the internships, and communicate to the Presbyteries
- be aware of the resources available, and communicate to persons/groups who need the relevant information
- ensure all appropriate documentation required for internships (applications, evaluations etc.) is generated and properly distributed in a timely manner.
- notify the Presbyteries in a timely manner regarding deadlines
- liaison required occasionally with Executive Secretary of Conference and/or Conference executive assistant

Skills required

- ability to work with technology (email, conference calls)
- ability to chair meetings with grace, good humour and occasional firmness
- ability to understand and communicate church policies and procedures
- a high comfort level with forms and deadlines
- ability to help make occasional difficult decisions

Resources available

- orientation/training by Executive Secretary and/or executive assistant
- travel allowance based on General Council approved rates, plus meals and accommodation if required
- staff support from the Executive Assistant.

Volunteer Position description: Chair, Settlement & Pastoral Relations Committee	Date approved: February 8, 2012
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Purpose of the Position: to Chair the Settlement and Pastoral Relations Committee of the Conference.

Reporting relationship: to the conference and its executive

Term of office: One year, renewable to four years

Time Commitment: average two hours per week.

Financial control/responsibility: none

Tasks/responsibilities

- chair all committee meetings, usually one or two meetings per year, and any planning meetings for the committee
- be familiar with *Manual* sections related to the Settlement Committee
- be available to candidates, Admittands, members of the Order of Ministry, Presbyteries and Pastoral Charges for consultation and conversation regarding Transfer and Settlement options
- meet with candidates at theological colleges and elsewhere to explain the Transfer and Settlement process
- attend annual General Council Transfer Committee meeting and be available for conference calls if necessary
- present committee's report to the Conference's annual meeting
- liaison required with Executive Secretary of Conference occasionally, Conference administrative staff regularly, General Council staff occasionally

Skills required

- ability to chair meetings with grace, good humour and occasional firmness
- ability to work using technology (email, conference calls)
- ability to understand and clearly communicate church policies and procedures
- a high comfort level with forms and an ability to work to deadlines
- ability to help the committee to make occasional difficult decisions
- familiarity with relevant *Manual* sections and United Church polity
- to sign documents requiring the signature of the Settlement & Pastoral Relations chair, or to delegate this duty to the secretary of the Settlement and Pastoral Relations Committee.

Resources available

- orientation/training by Executive Secretary and/or executive assistant
- travel allowance based on General Council approved rates, plus meals and accommodation if required
- staff support from the Conference Executive Secretary and the Executive Assistant
- support from General Council Staff in the Ministry Employment Unit

Volunteer Position description: Secretary, Settlement & Pastoral Relations Committee	Date approved: February 8, 2012
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Purpose of the Position: Provide secretarial support to the Settlement & Pastoral Relations Committee

Reporting relationship: to the Conference and its Executive

Term of office: three years, renewable once to a maximum of six years

Time Commitment: on average, two hours per week. Additional time during preparation for meetings and follow up to meetings.

Financial control/responsibility: none

Tasks/responsibilities

- attend and take minutes at all committee meetings, usually one or two meetings per year, and any planning meetings for the committee
- be familiar with *Manual* sections related to the Settlement Committee
- be available for consultation regarding Transfer and Settlement options for candidates and Ministry Personnel
- review, sign and return forms to Presbytery administrative staff
- liaison required with Executive Secretary of Conference occasionally, Conference administrative staff regularly, General Council staff occasionally
- to sign documents requiring the signature of the Settlement & Pastoral Relations chair, when this duty has been delegated by the chair, or when the chair is not available to provide a signature

Skills required

- ability to work using technology (email, conference calls)
- ability to take minutes and ensure they are distributed in a timely manner
- ability to understand and communicate church policies and procedures
- a high comfort level with forms and deadlines

Resources available

- orientation/training by Executive Secretary and/or Executive Assistant
- staff support provided by the Executive Assistant
- travel allowance based on General Council approved rates, plus meals and accommodation if required

Volunteer Position description: General Council Commissioner	Date approved: February 8, 2012
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Purpose of the Position: to serve as a Commissioner to General Council for the triennium beginning with the meeting of General Council. All commissioners must be members of the United Church of Canada.

Reporting relationship

- To the Conference through the Conference Executive
- General Council

Term of office

- Three years

Time Commitment

- 1 week at the General Council meeting (anywhere in Canada)
- Preparation time prior to the GC meeting
- 2 day long meetings with other Commissioners from Toronto Conference each year immediately prior to a General Council Executive meeting.
- Occasional other times as requested by the General Council Secretary or Toronto Conference to communicate the work of the General Council.

Financial control/responsibility

- none

Tasks/responsibilities

- to prepare for the General Council meeting by reading and familiarizing oneself with all of the material that comes before the meeting.
- to educate oneself on the items of business coming before the court
- to attend the General Council meeting and to be fully present for all business of the court and any Commissions one might be assigned to
- to participate in the discussion and debate on proposals brought to the court in both table group and plenary settings
- to report back to the Conference/Presbytery on the work of the General Council
- to attend meetings of Toronto Conference Commissioners and to support our GCE representatives
- to receive communications following the meeting of General Council, and to remain engaged in the work of General Council

Skills required

- ability to read and process large volumes of written documentation on proposals to come before the General Council.
- to be familiar with the polity and ethos of the United Church of Canada
- be able to articulate opinions and participate in debate/discussion in both small group and plenary environments

Resources available

- Executive Secretary of Toronto Conference will provide an orientation for all delegates to the General Council
- Expenses to attend GC meeting will be covered.