

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, the history of how policy governance came to be adopted in Toronto Conference, principles which undergird policy governance, and the Decision on the composition of the Conference Executive.

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 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.

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 understands 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.

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.

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

Mission/Ends policies

Purpose of this kind of policy: 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.

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| Policy name: mission of Toronto Conference | Date approved: December 5, 2008 |
| Policy type: Mission/Ends | Review date: June, 2011 |
| 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.

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| Policy name: compliance | Date approved: April 14, 2009 |
| Policy type: Mission/Ends | Review date: 2010-2011 |
| 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.

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| Policy name: oversight – Presbyteries | Date approved: April 14, 2009 Up-dated November 11, 2009 |
| Policy type: Mission/Ends | Review date: 2009-2010 |
| 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.

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| Policy name: oversight – Incorporated Ministries | Date approved: April 14, 2009 Up-dated September 9, 2009 |
| Policy type: Mission/Ends | date: 2010-2011 |
| Purpose of this policy: This policy names oversight responsibilities toward Incorporated Ministries within the jurisdiction of the Conference. | |

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

The Incorporated Ministries within Toronto Conference are:

Bathurst Street United Corp.
Beginning Again, Richmond Hill
Brookbanks Non-Profit Homes Inc.
Camp Big Canoe
Camp Simpresca
Central King Seniors Res.
Church of the Master Homes
Fairlawn Neighbourhood Centre
Fred Victor Centre
Hillcrest Lodge Corporation
Hope Seniors Centre
Humbervale Christian Outreach Foundation Inc.
Ina Grafton Gage Homes
Kingsway-Lambton Homes for Seniors Inc.
Lake Scugog United Church Camp Inc.
Massey Centre for Women
NUC-TUCT Non-Profit Homes Corporation
Parkdale United Church Foundation Inc.
Residences at St. Andrew's, Georgetown
Riverdale United Non-Profit Homes Inc.
Sparrow Lake Camp Corporation
St. John's United Church Alliston Foundation
St. Matthew's Bracondale House
St. Matthew's Richmond Hill
Thorncliffe Chapel Housing Corporation

Toronto Christian Resource Centre
Toronto Tri-Presbytery Corporation
The Toronto United Church Council
Toronto West Presbytery Corporation
United Church Developments – Trinity Glen
Weston King Neighbourhood Centre
Wilmar Heights United Church Non-Profit Homes Inc.

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| Policy name: interview committee | Date approved: April 14, 2009 |
| Policy type: Mission/Ends | Review date: 2010-2011 |
| 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 develop future Ministry Personnel who are suitable and ready for leadership within The United Church of Canada.

The Conference will name a chair and secretary, 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 C for the mandate of the Interview Committee.

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| Policy name: Settlement and Pastoral Relations committee | Date approved: April 14, 2009 |
| Policy type: Mission/Ends | Review date: 2010-2011 |
| 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, vice-chair, secretary, and diaconal minister and each Presbytery will name one lay and one ordered representative. The Executive Secretary will provide staff support.

See Appendix D for the mandate of this committee.

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.

“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)

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| Policy name: general constraints | Date approved: April 14, 2009 |
| Policy type: Executive Secretary Limitations | Review date: 2009-2010 |
| Purpose of this policy: This policy outlines in general terms the limits of the Executive Secretary's authority, other than those named in <i>The Manual</i> . | |

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 (2007)* 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 on finances.
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*.

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| Policy name: budgeting | Date approved: April 14, 2009 |
| 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 triennially 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.

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|---|--------------------------------------|
| Policy name: overall financial policy | Date approved: April 14, 2009 |
| 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.

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|---|--------------------------------------|
| Policy name: protection of assets | Date approved: April 14, 2009 |
| 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).

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|---|--------------------------------------|
| Policy name: cash management | Date approved: April 14, 2009 |
| 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.

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|---|--------------------------------------|
| Policy name: signing officers | Date approved: April 14, 2009 |
| 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.
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.

Up-dated September 9, 2009

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| Policy name: investment policy | Date approved: April 14, 2009 |
| 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 General Council's investment policies which are reviewed and changed from time to time by the General Council.

See Appendix E for the General Council policy

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| Policy name: vendor relations | Date approved: April 14, 2009 |
| 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).

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| Policy name: revenues/assessments | Date approved: April 14, 2009 |
| 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 Pastoral Charges within the Conference's boundaries and for the Executive to make recommendations to the general meeting of Conference.

The Executive Secretary shall ensure that...

1. 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.
2. Assessments will be due to the Conference in quarterly payments – on the first day of February, May, August, and November.
3. 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. (i.e. – the 2010 assessments will be based on the 2008 statistics).
4. 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.
5. Any Pastoral Charge that wishes to appeal its assessment shall do so through its Presbytery.
6. Each Presbytery may determine an additional assessment for Presbytery purposes. The additional assessment will be included in the assessments of that Presbytery.

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| Policy name: Presbytery finances | Date approved: April 14, 2009 |
| 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 supplier's credit card as much as possible. All invoices will be sent directly to the Conference office for payment.
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.

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)

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| Policy name: staff relationship | Date approved: April 14, 2009 |
| Policy type: Executive/staff relations | Review date: 2009-2010 |
| 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.
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.

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| Policy name: monitoring Executive Secretary performance | Date approved: April 14, 2009 |
| Policy type: Executive/staff relations | Review date: 2010-2011 |
| 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 Governance policies

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

“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)

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| Policy name: duties of Executive members | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2011-2012 |
| Purpose of the policy: The policy outlines the expectations of members of the Executive. | |

The Commission on the Composition and Role of the Executive prepared this document to provide an overview of the manner in which the Toronto Conference Executive will conduct the business of Toronto Conference between the regular meetings of the full Conference.

Meetings of the Toronto Conference Executive

The Toronto Conference Executive will operate within a policy governance model, which is a different method of doing the work of Christ in this Conference.

Each agenda will include time to...

- worship and listen to God
- build community, including listening to a variety of voices within the Conference, e.g. youth, retirees, aboriginal groups, Ministry Personnel
- learn about governance initially and to develop, monitor and regularly review all policies
- evaluate what we did well, what we accomplished, what we could have done better

In 2009-2010 meetings will start at 4:00 p.m., concluding by 9:00 p.m. on the second Wednesdays in September, November, February, April and June, rotating through the Conference and Presbytery offices. Meetings will not take place in Advent and Lent. If additional meetings are required, these will normally be held by conference call.

Policy Governance

The primary role of the Executive will be to develop and monitor policies which enable the Conference to live out its 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.

Using a policy governance model will be a new way of doing the Conference's work. The president and Executive Secretary will provide in-depth training on how policy governance will work within the Conference.

Initial policies will have been developed by the Commission on the Role of the Executive to help the new Executive begin its work. All policies will be reviewed by the Executive on a regular basis.

Presbytery representatives

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

Each Presbytery representative will come with particular skills and interests. The Executive will require 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
- openness to a different understanding of 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.

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| Policy name: training and education | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2010-2011 |
| 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.

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| Policy name: principles of conduct | Date approved: April 14, 2009 |
| 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. Do not challenge what others say.
8. Listen to the group as a whole – to those who have not spoken aloud as well as to those who have.
9. Generally, leave space for anyone who may want to speak a first time before speaking a second time yourself.
10. Hold your desires and opinions – even your convictions – lightly.

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

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| Policy name: conflict of interest | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2009-2010 |
| 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.

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| Policy name: role of president | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2010-2011 |
| 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 (2007)*, 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) attends meeting of the General Council if held during term of office

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

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| Policy name: role of president-elect | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2010-2011 |
| 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 a 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 a member of the business committee at the Conference's general meeting
- c) representing the president at events which the president is unable to attend
- d) attending meeting of the General Council if held during term of office
- g) other tasks as assigned by the Conference

See section 430 (b) of *The Manual (2007)*

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

- good humour;
- ability to sit back while current president is in office;
- ability to do some thinking and dreaming about a presidential theme for that year in office

Orientation/training provided: yes, through Executive Secretary

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| Policy name: role of past president | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2010-2011 |
| 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

- be a member of the Conference Executive
- act for the president if necessary or upon request
- be a resource to the current president

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| Policy name: appointments to General Council committees and other bodies | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2009-2010 |
| 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.

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.

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| Policy name: correspondence | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2010-2011 |
| 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.

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| 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.

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| Policy name: public statements | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2009-2010 |
| 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, Presbyteries and committees. | |

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.

Statements initiated at the Presbytery level

Presbyteries can issue statements. When they do so, they should inform the other Presbyteries and the Conference.

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).

Presbytery committees (or their equivalent) may issue a statement if it is consistent with already established United Church policy. These actions should be reported to the other Presbyteries and the Conference as quickly as possible.

Where there is no Presbytery, Conference or General Council policy, Presbytery groups must receive the endorsement of the Presbytery Executive and must speak only in the name of the particular Presbytery.

| | |
|---|--------------------------------------|
| Policy name: nominations | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2010-2011 |
| 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 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.

| | |
|--|-------------------------------|
| Policy name: property | Date approved: |
| Policy type: Executive Governance | Review date: 2011-2012 |
| Purpose of the policy: The policy provides guidance for the use of property or cash received from the disposition of church property. | |

Under review: was to be up-dated following May 13, 2009 meeting of the Conference Executive. Will happen now in fall, 2009 (see Executive minutes May 13, 2009)

| | |
|--|--------------------------------------|
| Policy name: listening to the ownership | Date approved: April 14, 2009 |
| Policy type: Executive Governance | Review date: 2009-2010 |
| Purpose of the policy: This policy highlights the need for the Executive to intentionally hear from diverse voices. | |

The Executive will regularly meet with 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.

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

Appendix A

Basis of Union 7 – The Conference

7.0 The Conference shall consist of:

7.1.1 the members of the Order of Ministry who are on the roll of the Presbyteries within its bounds;

7.1.2 the lay persons who are under appointment within its bounds as in sections 6.2.1, 6.2.2, and 6.2.4;

7.2 lay members elected as provided for in section 6.4.13, at least equal in number to the members in sections 7.1.1 and 7.1.2; (2007)

7.3 the Chairpersons of Conference Committees and the President of the Conference United Church Women, who are not members of any Presbytery but who, at the discretion of the Conference, may be added to its membership;

7.4 persons who are corresponding members of Presbytery under sections 6.3.1, 6.3.2, and 6.3.3 shall be corresponding members of the Conference;

7.5 representatives of lay organizations which may be recognized by the Conference from time to time, with the number of representatives to be determined by the Conference or its Executive.

7.6 It shall be the duty of the Conference:

7.6.1 (1) to meet at least every third year, or more frequently, as determined by the Conference, provided that the Conference shall meet in the same calendar year as, but prior to, a meeting of the General Council; (2007)

(2) to appoint an Executive;

7.6.2 to determine the number and boundaries of the Presbyteries within its bounds, have oversight of them, and review their records;

7.6.3 to receive and dispose of appeals and Proposals, subject to the usual right to appeal;

7.6.4 to 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, and to effect this through a Settlement Committee;

7.6.5 to ordain or commission each Candidate for the Order of Ministry as examined and approved who has fulfilled the prescribed requirements and has been recommended by a Presbytery;

7.6.6 to admit to the Order of Ministry of the United Church a diaconal minister or the equivalent or an ordained minister from another denomination, subject to the regulations of the General Council;

7.6.7 to deal with matters referred to it by the General Council;

7.6.8 to elect to the General Council an equal number from each of two groups:
(1) members of the Order of Ministry and Designated Lay Ministers, with the proportion of each being determined by their numbers; and (2007)
(2) lay members other than Designated Lay Ministers; and (2007)

7.6.9 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.

The Basis also has some helpful language on other matters relevant to the work of the Conference Executive:

2.18 – of church order and fellowship: We believe that the Supreme and only Head of the Church is the Lord Jesus Christ; that its worship, teaching, discipline, and government should be administered according to His will by persons chosen for their fitness and duly set apart to their office; and that although the visible Church may contain unworthy members and is liable to err, yet believers ought not lightly to separate themselves from its communion, but are to live in fellowship with their brethren, which fellowship is to be extended, as God gives opportunity, to all who in every place call upon the name of the Lord Jesus.

3.4 - substantial local freedom: That in this view it is possible to provide for substantial local freedom, and at the same time secure the benefits of a strong connexional tie and co-operative efficiency.

4.1 - basic organization: The unit of organization for the United Church shall be the Pastoral Charge.

Appendix B

The Manual (2007) sections related to a Conference

| | |
|---------------|---|
| Section 400 | regular meetings of Conference |
| Section 401 | special meetings of Conference |
| Section 402 | calling of meetings |
| Section 403 | quorum |
| Section 410 | membership of Conference |
| Section 411 | corresponding members of Conference |
| Section 412 | roll of Conference |
| Section 420 | general duties and powers |
| Section 420.1 | authority to assess |
| Section 421 | action by General Council on Conference matters |
| Section 422 | oversight of Presbyteries |
| Section 422.1 | action by Conference on Presbytery matters |
| Section 423 | election of General Council Commissioners |
| Section 424 | ordination, commissioning and admission |
| Section 425 | pastorate without interruption/every Order of Ministry Person with a Pastoral Charge |
| Section 426 | power to appoint an Executive |
| Section 426.1 | election of a settlement committee |
| Section 427 | status of Ministry Personnel |
| Section 427.1 | sacraments privileges |
| Section 427.2 | Discontinued Service List (Disciplinary) |
| Section 427.3 | Discontinued Service List (Voluntary) |
| Section 428 | application of property |
| Section 429 | Incorporated Ministries |

| | |
|------------------|--|
| Section 430 | election of president |
| Section 431 | duties of the president |
| Section 432 | acting president |
| Section 433/ | Executive Secretary appointed by General Council |
| Section 433.1/.2 | Executive Secretary duties |
| Section 434 | appointment of program staff |
| Section 435 | appointment of treasurer (optional) |
| Section 436 | General Council representatives on Executive (recommended) |
| Section 436.1 | appointment of sub-Executive (optional) |
| Section 437 | authority to act by Commission |
| Section 438 | authority to appoint boards |
| Section 439 | authority to appoint standing committees |
| Sections 440-454 | settlement committee |
| Section 455-458 | interview board |
| Sections 460-470 | suggested committees (optional) |

Appendix C

Mandate - Conference Interview Committee

GENERAL PURPOSE

The Conference Interview Committee conducts all interviews required by *The Manual* and makes recommendations to the Conference Executive.

Membership

Appointed by Conference: Chair, Secretary, 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 D

Mandate – Settlement and Pastoral Relations Committee

The mandate of the committee is outlined in Sections 440-454 of *The Manual (2007)*.

Appendix E

General Council investment policy (2009)

This investment policy is defined in two main sections:

- a) Investment Screening Criteria
- b) General Fund Investment Policies.

A. Investment Screening Criteria

Policy Statement

All funds of The United Church of Canada will be invested in a manner consistent with both the values and mission of the Church, and the fiduciary responsibilities of the trustees of the funds.

General

1. In this policy

- a) "Fund" refers to the General Funds of The Church which include the trust, endowment and reserve funds as well as non-designated funds and working capital of the Church which for investment purposes, are managed on a combined basis as one portfolio
- b) "Investment Manager" refers to the person or entity appointed to manage the investment of the Fund
- c) "Trustees" refers to the Executive

2. The Trustees are responsible for the overall investment policy management of the Fund. The day-to-day decisions and operation of the funds are the responsibility of the Investment Manager.

Analytical Framework - Criteria Description

3. The screening criteria described in this policy are of two basic types: qualitative criteria and exclusionary criteria.
4. Qualitative criteria are applicable in issue areas such as employee relations and environment, in which is it possible for a company to perform both positively and negatively.
5. Positive screening criteria enable selection of companies with desirable attributes.
6. The inclusion of positive screening criteria reflects one of the goals of the Church as well as most social investors, which is to focus not only on screening out companies with poor records, but also on encouraging positive social performance by "screening in."

7. The positive screening criteria below use the language of “seek to invest” in order to clarify that managers are not bound to adhere strictly to such criteria

8. Negative screening criteria enable screening out companies with undesirable attributes.

9. The application of qualitative criteria in each issue area is generally based on an overall assessment of a company’s performance, both positive and negative, in that area.

10. Exclusionary criteria, in contrast, are applicable to products and/or services that social investors may wish to avoid. All of the criteria in the “Product” area are exclusionary.

11. Some of the criteria below, especially the exclusionary criteria, include a threshold pertaining to a company’s revenues. A company will be considered to have met a given criterion if it has achieved the specified threshold in two of its last three fiscal years.

The Best-of-Sector Methodology

12. Criteria in occupational health and safety and environmental performance are based on a best-of-sector (BoS) approach, in which each company’s record is evaluated in relation to that of its industry counterparts. The standard for performance is the best practices in its industry.

13. The Church uses the Best of Sector (BoS) approach to evaluate safety and environmental records because, in both of these areas, companies in certain sectors face challenges that are inherent to the nature of the operations of their sector. For example, a company within the forestry sector is not expected to eliminate all negative environmental impact, because it is measured against the standard of best practices in its sector.

14. The BoS approach is incorporated into the Church’s investment screening criteria for two reasons:

(a) it is economically prudent. Evaluating each company in relation to its industry counterparts, enables the Church can avoid making whole industries ineligible for investment, and therefore to invest in companies across all industries of the economy.

(b) it is consistent with one of the general goals of social investment, which is to effect positive social change. Companies in sectors that have a high level of exposure to certain safety or environmental issues are not expected to be “perfect” (i.e. to eliminate all safety concerns or environmental impact). Instead they are expected to adhere to the best practices of their industry,

and if they do so they will be eligible for investment. This approach may provide an incentive for companies in industries facing safety and environmental challenges to improve their performance.

Screening Criteria

15. The screening criteria are
 - (a) Business Practices
 - (b) Community
 - (c) Employee Relations
 - (d) Environment
 - (e) Product
 - i. Product Safety
 - ii. Alcohol
 - iii. Gaming
 - iv. Pornography
 - v. Tobacco
 - vi. Weapons

Business Practices

Positive Screening Criteria

16. The Church will seek to invest in companies that
 - (a) have a written/formal code of ethics or business conduct, and
 - (b) mechanisms to ensure compliance with the code, such as training for all employees, an annual review and sign-off on the code by all employees, etc

Negative Screening Criteria

17. The Church will avoid investing in any company that
 - (a) has engaged in fraudulent, deceptive, or highly controversial marketing or advertising practices
 - (b) has been convicted or paid recent fines or civil penalties related to price fixing, antitrust violations, or illegal insider trading

Community

18. The word “community” refers primarily to the residents of local communities in which a company operates. In the case of many resource companies in Canada, this often means local First Nations communities upon whose traditional land a company is operating. The word “community” may also refer to the larger areas, such as a province or nation, to the extent that society in such larger areas is affected by a company’s operations.

Positive Screening Criterion

19. The Church will seek to invest in companies that
 - (a) contribute directly to the development of communities in which they operate

Negative Screening Criteria

20. The Church will avoid investing in any company that

(a) has ignored or failed to take into account the needs and interests of communities affected negatively by its operations or planned operations. Evidence of such failure may be found in a lack of engagement in public consultation, especially in the face of community opposition, or in fines, civil penalties, or civil suits related to the company's activities.

(b) has ignored or failed to take into account the needs, interests, and rights of aboriginal communities affected by its operations or planned operations.

(c) has been implicated, through its international operations, in the violation of human rights.

21. In applying criteria in the area of human rights, the Church employs a company-specific rather than a country-specific approach. It does so on the grounds that, even in the context of countries governed by oppressive regimes; it is generally possible for companies to have either a positive impact or a negative impact. It is therefore important to view the social record of each company individually. This approach also recognizes that it would be financially imprudent to screen out all companies that have operations in any country that has a poor human rights record.

22. There can be exceptions to this approach. In some cases human rights violations may be so extreme that no investment is appropriate.

Employee Relations

Positive Screening Criteria

23. The Church will seek to invest in companies that

(a) offer good benefits packages to their employees. In addition to basic benefits, this may include programs to encourage employee ownership (through stock option or share purchase plans), profit sharing plans, and the extension of spousal benefits to the same-sex partners of gay and lesbian employees.

(b) have implemented policies and management systems to ensure the health and safety of their employees.

Negative screening criteria

24. The Church will avoid investing in any company that

(a) provides inadequate benefits to its employees

(b) has a health and safety record that is poor relative to its industry counterparts

(c) is involved directly or through its major suppliers in the use of child, prison, or "sweatshop" labour

(d) has faced major controversies or legal action related to discrimination in the workplace or employment equity issues

Environment

Positive Screening Criterion

25. The Church will seek to invest in companies that have a good environmental record relative to their industry counterparts.

Negative Screening Criterion

26. The Church will avoid investing in companies whose environmental performance is among the worst in their industry.

27. In assessing each company's environmental performance, consideration will be given to the following elements

- (a) environmental management and reporting systems
- (b) the company's record of compliance with applicable environmental laws, regulations, and operating permits
- (c) methods of use/extraction of natural resources (includes consideration of use of recycled materials in production processes, the use of alternative energy sources, or resource extraction methods that minimize environmental impact)
- (d) level of emissions of hazardous or toxic substances or substances that increase the threat of climate change or contribute significantly to ozone depletion or the formation of acid rain
- (e) impact on natural ecosystems, including the health and viability of wildlife populations (includes consideration of development projects or other planned operations that are likely have such an impact)
- (f) measures to reduce the environmental impact of operations (includes consideration of reductions in the use and/or release of toxins, hazardous substances, and other pollutants)
- (g) the impact of the company's product (includes consideration of the provision remediation or other environmental services, or products with environmental benefits, as well as the manufacture of products, such as pesticides or other harmful chemicals, that have a negative impact on the environment)
- (h) the company's public stance regarding major environmental issues

Product

28. The Church will avoid investing in companies that meet any of the following criteria:

- (a) Product Safety

i. One or more of the company's products, though used responsibly and for their intended use, have caused life-threatening injuries, illness, or death. Or, major lawsuits or regulatory actions allege that the company's products have caused such injury.

(b) Alcohol

i. The company is directly involved in the production of alcoholic beverages.
ii. The company derives 10% or greater of revenues from activities related to the production of alcoholic beverages.

(c) Gaming

i. The company is directly involved in the gaming or lottery industries.
ii. The company derives 10% or greater of revenues from the production of goods and services related to gaming or lottery industries.

(d) Pornography

i. The company is directly involved in the pornography industry.

(e) Tobacco

i. The company manufactures tobacco products.
ii. The company derives 10% or greater of revenues from activities closely associated with the production of tobacco products.

(f) Weapons

i. The company develops and/or manufactures weapons.
ii. The company manufactures weapons delivery systems (such as jet fighters, battleships, military submarines, tanks, and armoured personnel carriers).
iii. The company derives more than 2% of its annual revenues from the design and/or manufacture of highly specialized components of weapons.
iv. The company derives more than 25% of its annual revenues from the design and/or manufacture of components/parts for weapons or weapons delivery systems.
v. The company derives more than 25% of its annual revenues from the provision of support services for weapons delivery systems, such as the repair and overhaul jet fighters, military flight training services, etc.

B. General Fund Investment Policies

Policy Statement

The General Funds of The United Church of Canada will be invested to

- (a) provide sufficient income to ensure the financial objectives of the Fund are achieved
- (b) preserve the capital so that future commitments of the Fund may be achieved

- (c) maintain liquidity within the Fund to meet the needs for unexpected cash outflows or expenditures
- (d) using appropriate investment objectives and policies and conforming to all the requirements relative to any agreements attached to specific funds. Investment results will be evaluated using appropriate benchmarks and standards.

General

1. In this policy

- (a) “Fund” refers to the General Funds of The Church which include the trust, endowment and reserve funds as well as non-designated funds and working capital off the Church which for investment purposes, are managed on a combined basis as one portfolio
- (b) “Investment Manager” refers to the person or entity appointed to manage the investment of the Fund
- (c) “Trustees” refers to the Executive

2. The Trustees are responsible for the overall investment policy management of the Fund. The day-to-day decisions and operation of the funds are the responsibility of the Investment Manager.

Investment Guidelines

General Investment Guidelines

- 3. The Trustees recognize the desirability of socially responsible investing. At the same time, all investments made by the Manager will be prudent in nature, meet all legal requirements and be within the social, moral and ethical guidelines adopted by the Trustees.
- 4. The Investment Manager will meet the social, moral and ethical guidelines if the total of any securities which would have been excluded under the guidelines do not constitute more than ten percent (10%) taken at market values, of the Fund’s total investment portfolio, also taken at market.
- 5. In order to satisfy the investment objectives of the Fund, a balanced portfolio with a diversified set of asset classes is prudent. The Manager has the latitude to manage the overall asset mix within the prescribed guidelines to assist in producing the required income to meet current needs and preserve capital to meet future expenditures.
- 6. Eligible asset classes and asset mix parameters are as follows:

| | Minimum | Benchmark | Maximum |
|-------------------|---------|-----------|---------|
| Canadian Equities | 5% | 15% | 20% |
| U.S. Equities | 5% | 15% | 20% |
| EAFE Equities | 5% | 15% | 20% |

| | | | |
|---------------|-----|------|-----|
| Income trusts | 0% | 5% | 10% |
| Fixed Income | 35% | 45% | 55% |
| Cash | 0% | 5% | 10% |
| | | 100% | |

Specific Investment Guidelines

Canadian Equities

7. Investments shall be restricted primarily to dividend-paying companies that display some growth prospects as well. The dividend yield of the equity portfolio must be the same or exceed that of the S&P/TSX60. No more than 10% of the market value of the Canadian equity portfolio shall be invested in any one holding.

Foreign Equities

8. An investment in the shares of any single company shall not exceed 10% of the market value of the manager's portfolio.

9. Not more than 10% of the outstanding securities of any one company shall be purchased by any manager's portfolio.

10. Not more than 10% of the manager's portfolio shall be invested in small cap stocks (i.e., market capitalization of less than \$1.5 billion at the time of purchase).

Income Trusts

11. Investments shall be restricted to Canadian income trusts. No more than 10% of the market value of the income trust portfolio shall be invested in any one holding.

Fixed Income

12. Investments are restricted to bonds, debentures or other debt instruments issued by the Canadian government, its provinces as well as corporations with a minimum credit rating of 'BBB'. No more than 5% of the market value of the fixed income portfolio shall be invested in any one non-government entity. Investments shall be restricted to Canadian dollar denominated securities.

| | Minimum | Maximum |
|------------------|--------------------|--------------------|
| Canada | 25% | 100% |
| Provinces | 0% | 50% |
| Municipalities | 0% | 5% |
| Total Government | 40% | 100% |
| Corporations | | |
| A or better | 0% | 50% |
| BBB | 0% | 10% |
| Duration | SCM Universe – 1yr | SCM Universe + 1yr |
| Cash | 0% | 10% |

Cash

13. Investments shall be restricted to demand deposits, treasury bills, short-term notes and bankers' acceptances, term deposits, and guaranteed investment certificates having a term to maturity of less than or equal to one year. All cash investments shall have a minimum rating of R1 by the Dominion Bond Rating Service (DBRS) or equivalent.

Responsibilities of the Investment Manager to the Trustees

14. The Manager shall actively manage the portfolio within the prescribed asset mix parameters and be sensitive to the investment objectives of the Fund.

15. They will meet with the Trustees annually to present an analysis of the investment performance and to describe their current and future investment strategies with respect to the Fund.

16. Prepare quarterly written reports along with a certificate attesting to their compliance with the Fund's SIP&G.

17. Bring to the attention of the Trustees any provisions within the SIP&P that may need to be revised due to new investment strategies or structural changes in the capital markets.

18. Govern themselves by the Code of Ethics and standards of Professional Conduct of the Association for Investment Management and Research

Portfolio Benchmark

19. The Fund will be measured against a blended benchmark:

- (a) 15% of the S&P/TSX Capped Equity Index
- (b) 15% of the S&P 500
- (c) 15% of the MSCI EAFE
- (d) 45% of the Scotia Capital Universe Bond Index
- (e) 5% of the Scotia Capital Total Return Income Trust Index
- (f) 5% of the Scotia Capital 91 Day Canadian Money Market

20. Given socially responsible investment practices are an integral part of the investment process, it is possible the Fund will be disadvantaged in absolute returns as a result of the exclusion of certain securities. It is the responsibility of the Manager to bring these items to the attention of the Trustees and where possible to quantify the impact on the Fund's investment return.

Portfolio Performance

21. The primary objective for a manager with an active mandate shall be to attain or exceed the annualized return of the benchmark. For the purposes of measuring the performance of the Manager, all returns will be measured before investment management fees, but after transaction costs. Rolling four-year periods will evaluate the Manager's long-term performance.

Appendix F

Policy review schedule

Mission/Ends Policies

- Conference mission June, 2011
- Compliance 2010-2011
- Oversight – Presbyteries 2009-2010
- Oversight – Incorporated Ministries 2010-2011
- Interview committee 2010-2011
- Settlement and pastoral relations committee 2010-2011

Executive Secretary Limitations

- General constraints 2009-2010
- Budgeting 2011-2012
- Overall financial policy 2011-2012
- Protection of assets 2011-2012
- Cash management 2011-2012
- Signing officers 2011-2012
- Investment policy 2011-2012
- Vendor relations 2011-2012
- Revenues/assessments 2011-2012
- Presbytery finances 2011-2012

Executive/Staff Relations

- Staff relationship 2009-2010
- Monitoring Executive Secretary performance 2010-2011

Executive Governance

- Duties of Executive members 2011-2012
- Training 2010-2011
- Principles of conduct 2011-2012
- Conflict of interest 2009-2010
- Role of president 2010-2011
- Role of president-elect 2010-2011
- Role of past president 2010-2011
- Appointments to General Council committees and other bodies 2009-2010
- Correspondence 2010-2011
- Policy review schedule 2011-2012
- Public statements 2009-2010
- Nominations 2010-2011
- Property 2011-2012
- Listening to the ownership 2009-2010

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