

Broad View United Governance Policies

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Final

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1. Introduction

Governance is the exercise of authority, direction and control over an organization in order to ensure its purpose is achieved and its values honoured. Governance includes the structures, responsibilities and processes that the Board of Broad View United uses to direct and manage its operations and achieve its strategic goals. The information contained in this document outlines how authority is exercised, how decisions are taken, how stakeholders have their say and how decisionmakers are held accountable.

The policies outlined in this document are designed to support the Board and the Co-Lead Ministers in achieving the overall vision and mission as outlined in the strategic plan.

These policies are intended to articulate and clarify how the policies and practices of The United Church of Canada found in The Manual are lived out at Broad View United. They are designed not to be in conflict with The Manual. In a situation where they are found to be in conflict, The Manual shall take precedence.

Vision: Our role is to be an agent of transformation and a fresh expression of progressive Christian faith.

Mission: We will accomplish our vision by being a compassionate, cohesive and engaged community of faith and resource centre for a progressive Christian voice.

Core Values:

Progressiveness: Aligning ourselves with a progressive Christian theology and voice that embraces diversity and emphasizes social justice.

- ❖ **Transformative:** Making a positive difference in the lives of people, communities and the world by working for transformation through love, compassion and generosity.
- ❖ **Innovative:** Modeling ways of “being church” that provide multiple and diverse entry points to involvement and service, and that build alternative models of funding to ensure the financial sustainability of the church for future generations.
- ❖ **Responsive:** Being forward thinking, responsive to changing conditions, and adapting as necessary in order to remain effective and relevant.

Integrity: Walking the talk in everything we do.

- ❖ **Safe and Welcoming (Inclusive):** Becoming a safe place that welcomes and engages with groups and individuals, both those in the mainstream and those on the margins.
- ❖ **Accessible:** Being an open hearted and accessible place for people with differing physical and mental abilities.
- ❖ **Sustainability:** Protecting and restoring the integrity of our earth, valuing all living things, and laying the foundations that will enable current and future generations to thrive.

- ❖ **Interculturalism:** Embracing and reflecting the diverse communities we live in and seek to serve while respecting each other's differences.
- ❖ **Reconciliation:** Building relationships with Indigenous peoples and communities, and working to decolonize language, theology and ways of being.
- ❖ **Affirming:** Providing safe spaces for individuals of all gender identities and sexual orientations (LGBTQ2S+).

Connectedness: Building strong connections and shared values with others.

- ❖ **Relationships:** Acknowledging that the sacred and holy are present and made manifest in every relationship.
- ❖ **Partnerships:** Working in partnership with community organizations, social enterprises, neighbourhoods and local governments to address economic, social and ecological issues.
- ❖ **Youth Engagement:** Creating connections with children, youth, and young adults that empower them to actively shape our common future.
- ❖ **Growing Church Community:** Fostering connected, meaningful and deep relationships through small groups and spiritual practices.
- ❖ **Combating Social Isolation:** Building community around shared passions and interests, and providing safe spaces for people to gather, dialogue, learn from and explore differences.

2. Board Structure and Responsibilities

Broad View United Board Policies	Policy: 2.1
Policy – Board Type and Structure	Date Approved:

2.1 Policy - Board Type and Structure

Broad View United (BVU) has determined that the most effective way to ensure proper governance and oversight is through the establishment of a **Policy Board**. BVU policies formalize the roles and responsibilities of the Board and establish its functions, practices and structure.

The Board is comprised of a minimum of seven and no more than nine voting members, plus two Co-Lead Ministers. Voting Board members are elected from members of the Broad View United Congregation. Co-Lead ministers are full members of the Board and therefore, voting. V.7.3.1.b. At BVU the Co-Lead ministers will not exercise this prerogative without giving notice of their intention to become voting members.

The officers of the Board consist of the Chair, Vice/Past Chair, Treasurer and Secretary. *See Section 5 for Role of the Officers of the Board.*

The Board will have the following Committees: The Finance Committee, Ministry and Personnel Committee (M&P), and Nomination Committee. *See section 8 Committee Terms of Reference.*

Broad View United Board Policies	Policy: 2.2
Policy – Board Responsibilities of the Board	Date Approved:

2.2 Policy - Responsibilities of the Board

The Board's job is to govern the affairs of Broad View United within the framework of relevant by-laws and policies as outline by The United Church of Canada. The Board on behalf of the Congregation is responsible for the achievement of the mission and priority goals as outlined in the strategic plan or other relevant planning documents. The Board is also responsible for the financial health and stability of the church and all its assets.

Planning – the Board will ensure that Broad View United develops and adopts a strategic plan that is consistent with its mission and values, and which enables it to realize its vision. The Board will lead the development of the strategic plan and ensure that staff and the Congregation have input.

Financial Stewardship – the Board will review and approve operating and capital budgets; ensure financial and asset management systems are in place; monitor effective use of resources; and ensure the establishment of proper financial controls.

Human Resource Stewardship – the Board, through the Ministry and Personnel Committee, will ensure the establishment of personnel policies to govern the management of staff and volunteer resources. This will include recruiting, supporting and evaluating the Co-Lead Ministers; providing guidelines for staff compensation; and succession planning to ensure smooth transition of senior staff for the organization. Policies regarding harassment will be made and be in compliance with The United Church of Canada guidelines.

Performance Monitoring and Accountability

The Board is responsible for ensuring that adequate systems are in place for monitoring the performance of Broad View United. This includes monitoring performance against the approved strategic plan and any regulatory or legislative requirements (i.e. Charities Registration Act, Income Tax Act). Information gathered will be used to keep the Board informed as well as for reporting to the Congregation, funders and other stakeholders. Arm's length financial review engagement will be initiated and overseen by the Board on a regular basis.

Risk Management: The Board is responsible for being knowledgeable about current and foreseeable trends and risk/reward in both program and operational activities. This is done in three ways: 1) by staying abreast of external / societal factors and conditions that may/will affect the church; 2) receiving regular reports from management regarding mitigation and adaptations; and 3) ensuring that appropriate risk/reward analysis is performed as part of Board decision making. It is important to note that having a strong risk/reward management process in place promotes being generative, forward thinking, and innovative.

Congregation Accountability

The Board maintains Congregation relationships by ensuring that the Board regularly communicates in a manner consistent with accountability to the Congregation.

The Board listens to the Congregation regarding priorities and directions and carefully considers their input. The Board also communicates regularly and comprehensively regarding strategic planning and fiduciary responsibilities.

Broad View United Board Policies	Policy: 2.3
Policy – Authority and Accountability	Date Approved:

2.3 Policy - Authority and Accountability

In United Church of Canada polity the Board is seen as a council and as such is the key decision making body for Broad View United. The Board as a whole is responsible to the Congregation of Broad View United, any funders who provide support for its ministry, and to the appropriate councils of accountability within The United Church of Canada.

Individual members are elected and/or appointed under the authority of The United Church of Canada Manual (2019) and the Broad View United Governance Framework, adopted by the Congregation on June 14th, 2020.

Individual Board members have no authority to act or give direction individually other than in such manner as is approved in these policies or by resolution of the Board. The Board may delegate authority to an individual Board Member or officer or employee or member of a committee; however, the Board retains ultimate responsibility and accountability.

The Board will be accountable to the Congregation and funders through annual and periodic reports on the activities and finances of Broad View United, annual reviewed financial reports, providing access to minutes of the Board meetings, and by generally operating in an open and transparent manner.

Broad View United Board Policies	Policy: 2.4
Policy – Duties of the Board	Date Approved:

2.4 Policy - Duties of the Board

The Board is responsible for the following areas:

1. Setting high level direction - Strategic planning
 - Ensuring BVU engages in strategic planning on an ongoing basis with input from the Congregation.
 - Ensuring that the Vision, Mission and Values are reviewed every 10 years, at a minimum.
 - Receiving and approving an annual operational plan from Co-Lead Ministers.
2. Securing and overseeing resources:
 - Supervising and evaluating the Co-Lead Ministers (done through M&P Committee).
 - Ensuring adequate resources and overseeing the budget.
 - Providing oversight of current and future property.
 - Providing oversight to the Broad View United Foundation (the officers of the BVU Board act as the Board of the Foundation and the BVU Board is the membership of the Foundation).
3. Defining clear roles and responsibilities:
 - Defining the roles and responsibilities of the Board, and committees.
 - Working with the M&P Committee to define the roles and responsibilities of the Co-Lead Ministers.
 - Developing appropriate policies as required ensuring role clarity between Board and staff.
4. Establishing benchmarks for performance and monitoring them:
 - Establishing and monitoring high-level outcomes and organizational results.
 - Monitoring the strategic and operational plans.
 - Assessing its own performance.
 - Assessing Co-Lead Minister performance – subject to the report submitted to the Board from the M&P Committee.
5. Being accountable to the Congregation:
 - Managing resources effectively.
 - Enhancing Broad View United's public image.
 - Ensuring legal and fiduciary requirements are met.
 - Directing the Board of Trustees.
 - Report regularly to the congregation
6. Social Enterprise Oversight:
 - Appointing independent Board members to the Social Enterprise Boards and receiving at a minimum semi-annual reports.
7. Foundation Membership:
 - Act as Broad View United Foundation members.

3. Board Members

Broad View United Board Policies	Policy: 3.1
Policy –Responsibilities of Individual Board Members	Date Approved:

3.1 Policy - Responsibilities of Individual Board Members

Each Board member is expected to become an active participant in a body that functions effectively as a whole. In addition to assisting in the exercise of the major duties of the Board outlined in the previous policies, members are also responsible for exercising due diligence in the performance of their duties.

Board members are expected to:

- Be informed of all relevant information concerning the church, including its mission, vision, values, code of conduct, and policies as they pertain to the duties of a Board member.
- Keep informed about the activities of the church and the Congregation and general trends in the community at large.
- Be prepared for and attend Board meetings regularly, serve on committees of the Board and contribute to the work of the Board (from personal, professional and life experience).
- Exercise the same degree of care, diligence and skill that a reasonably prudent person would show in comparable circumstances.
- Speak up and voice any concerns, insights or opposition to a decision being considered by the Board.
- Once concerns have been voiced and a decision has been made in good faith in a legally constituted meeting, accept that the decision has been made.
- Ask the Board to review a decision if they have reasonable grounds to believe the Board has acted without full information or in a manner inconsistent with its fiduciary obligations.
- Promote the best interest of Broad View United and speak positively about Broad View United to the public.
- Know and respect the distinct roles of Board and staff and not exercise individual authority over staff.
- Deal with the Congregation, public, staff and each other in a fair, ethical and transparent manner.
- Maintain confidentiality regarding Board business as required.
- Exercise vigilance for and declare any apparent or real conflict of interest.
- Review and abide by the workplace and harassment policy and all other policies related to individual conduct outlined in these policies.

Procedure:

1. All Board members will receive an orientation that reviews their individual responsibilities.
2. Each Board member will sign the Covenant of Office.

Broad View United Board Policies	Policy: 3.2
Policy – Board Member Eligibility	Date Approved:

3.2 Policy – Board Member Eligibility

All Board members of Broad View United must be a member of Broad View United with a spiritual grounding. Collectively the Board will also require the following skills, (please note that no one member needs all the following skills, but rather the Board in its entirety will need the following skills/experiences):

- Financial literacy
- Legal knowledge
- Governance policies and practices
- Investment management
- Human resource management
- Intercultural intelligence¹
- EDI (Equity, Diversity, Inclusion) skills
- Strategic thinking and long-range planning
- Appreciation and knowledge of United Church of Canada ethos

To work effectively, Board members must have the following qualities that support collective action, and decision-making:

- Ability to work as a team and communicate effectively with each other;
- Commitment to the Board and attendance;
- Absence of apparent conflicts;
- Demonstration of leadership potential;
- Ability to think strategically and courage to take risks; and
- Understanding when to consult other expertise.

To work effectively and to be representative of the wider Congregation and community, the Board will strive to achieve gender balance and diversity² in its members.

¹ Intercultural intelligence refers to the ability to function effectively in culturally diverse settings and across different dimensions (cognitive, motivational and behavioural) which support effectiveness in cultural judgement and decision making, cultural adaptation and task performance in culturally diverse settings. See <https://culturalalq.com/wp-content/uploads/2019>

² Diversity has many forms, including, but not limited to, race, colour, ethnic background, Indigeneity, immigrant and newcomer status, place of origin, ethnic origin, sex, sexual orientation, gender and gender identity or expression, language, ability, age, and socio-economic realities.

Broad View United Board Policies	Policy: 3.3
Policy – Nomination and Election of Members	Date Approved:

3.3 Policy – Nomination and Election of Board Members

The congregation of the church elect Board members. Identification and nomination of Board members will be the responsibility of the Nomination Committee of the Board.

Procedure:

1. The Board will provide the Nomination Committee with a list of skills, qualities and experiences that are required by the Board.
2. The Committee will approach members of the Congregation and determine their potential to serve on the Board.
3. Committee members will talk with potential candidates and interview them for possible Board positions.
4. Once completed, the Committee will present a list of potential candidates to the Board for acceptance.
5. The Board will present the list at the Annual General Meeting (AGM) for approval by the Congregation.
6. If there are additional names from the floor during the AGM, resulting in multiple candidates for positions, an election will be held at the AGM.

Broad View United Board Policies	Policy: 3.4
Policy – Board Member Terms of Office	Date Approved:

3.4 Policy – Board Member Term of Office

Board positions will be for two years, with an option to renew twice for a total of six years.

Procedure:

1. The Congregation will elect Board members at the AGM, or a duly called Congregational meeting.
2. Once a Board member has completed a maximum six-year term, they must step down from the Board for one year before being eligible for election to the Board again.
3. In extenuating circumstances³, a Board member may be asked to extend their term up to two years.

³ Extenuating circumstances could include a range of critical internal (amalgamation) or external circumstances (global pandemic) that require Board stability.

Broad View United Board Policies	Policy: 3.5
Policy – Filling Board Vacancies	Date Approved:

3.5 Policy – Filling Board Vacancies

The Board may fill a Board vacancy in between the Annual General Meetings; however, the appointment must be approved by the Congregation at the next Annual General Meeting (AGM).

Procedure:

1. If a Board vacancy occurs between Annual General Meetings, the Chair will discuss with the Board whether filling the vacancy before the next AGM is required to support Board functioning.
2. If the Board feels it is required, the Chair will activate the Nomination Committee to bring forward an interim nomination for the vacant position based on agreed upon Board skills and qualities required.
3. The Board will review and decide upon the interim nomination through a majority vote.
4. A Board member selected in this manner will be added to the roster of nominees to be brought forward at the next AGM.

Broad View United Board Policies	Policy: 3.6
Policy – Orientation and Development of New Members	Date Approved:

3.6 Policy - Orientation and Development of New Members

It is the responsibility of the Board to ensure that new Board and committee members receive orientation on their roles.

Procedure:

1. Orientation will be done by the Board Chair (or their designate) and the Co-Lead Ministers.
2. All new Board members will receive an orientation after the AGM and at or before the first Board meeting.
3. Minimally the orientation session will review the following topics:
 - Mission, vision and values
 - Long terms goals and strategic plans for Broad View United
 - Responsibilities and expectations of Board members
 - Governance policies
 - Programs and services offered
 - Financial overview
4. The final step of the orientation process will include having the new Board member sign the 'Covenant of Office'. *See Appendix 1 for the Covenant of Office*

Broad View United Board Policies	Policy: 3.7
Policy – Removal of a Board Member	Date Approved:

3.7 Removal of a Board Member

The Board may remove a Board member or committee member before the expiration of their terms of office and may select a successor to complete the term. Board members may be removed for the following reasons:

- On-going (unresolved) conflict of interest.
- Failure to abide by the Code of Conduct or Covenant of Office.
- Failure to meet fiduciary duties.
- Ethical infractions such as fraudulent/criminal behaviour or bullying and/or harassment.
- Dysfunctional behaviour that disrupts Board and/or organizational business.
- Missing three or more consecutive meetings without adequate notice or reasons and subsequent Board approval.

Board Members can also be removed by the Congregation or Region as outlined in Manual B.7.3.5

Procedure:

1. When a possible reason for removal of a member has been identified by the Board, it is to be brought to the attention of the Chair. Once the Chair has been notified, the Chair will meet one-on-one with the Board member on behalf of the Board and discuss the identified issue.
2. The Board member may decide at this point to tender their resignation from the Board, which will bring the matter to a close.
3. If the Board member does not feel they have infringed on any of the above listed reasons for removal, or they feel they can rectify the identified actions or behaviours, they may in writing provide a case for continued Board membership.
4. The Chair will then present the letter to the Board. The Board can then decide to either conduct the discussion at the regular meeting and either through consensus or a vote make a decision. Or if necessary, they may enter into a 'committee of the whole' session to discuss the matter further, and then come back into the regular Board meeting to take a vote.
5. The vote of the Board will be abiding, and the decision will be communicated to the Board member in question by the Chair.

4. Board Member Conduct

Broad View United Board Policies	Policy: 4.1
Policy – Code of Conduct	Date Approved:

4.1 Policy - Code of Conduct

Board members are expected to comply with conduct that encourages the development of a spirit of collective decision-making, shared objectives and shared ownership of and respect for Board decisions. The following code of conduct policy will apply to all Board members and staff of Broad View United:

Board members and staff will at all times conduct themselves in a manner that:

1. Supports the vision, mission, values and goals of Broad View United.
2. Serves the overall best interests of Broad View United rather than any particular group or constituency.
3. Brings credibility and good will to Broad View United.
4. Respects fair play and due process.
5. Demonstrates respect for individuals in all manifestations of their diversity and life circumstances.
6. Respects and gives fair consideration to diverse and opposing viewpoints.
7. Contribute to building a safe atmosphere for candid and respectful conversations.
8. Demonstrates due diligence and dedication in preparation for and attendance at meetings, special events and all other activities of Broad View United.
9. Demonstrates good faith, prudent judgement, honesty, transparency and openness in their activities on behalf of Broad View United.
10. Ensure the financial affairs of Broad View United are conducted in a responsible and transparent manner with due regard for their fiduciary responsibilities.
11. Avoids/declares any real or perceived potential conflicts of interest.
12. Conforms to the policies approved by the Board, in particular this Code of Conduct, the Covenant of Office and Conflict of Interest.
13. Publicly demonstrates acceptance, respect and support for decisions legitimately taken in transaction of Broad View United business.

Procedure:

1. All Board members will review the Code of Conduct policy as part of their orientation to the Board.

Broad View United Board Policies	Policy: 4.2
Policy – Conflict of Interest	Date Approved:

4.2 Policy - Conflict of Interest Policy

Members of the Board of Board Members shall act at all times in the best interest of Broad View United rather than the particular interests of persons or constituencies. This means setting aside personal self-interest and performing duties in a manner that promotes public confidence and trust in the integrity, objectivity and impartiality of the Board.

Members of the Board shall serve without remuneration. No Board Member shall directly or indirectly receive any profit from their position. However, Board Members may be paid for expenses incurred by them in the performance of their duties. The financial interests of immediate family members or close personal or business associates of a Board Member are also considered to be the financial interests of the Board Member.

Definition of conflict of interest: A Board member is considered to be in a conflict of interest whenever they themselves or members of their family, business partners or close personal associates, may personally benefit either directly or indirectly, financially or otherwise, from their position on the Board.

A conflict of interest may be ‘real’, ‘potential’ or ‘perceived’; the same duty to disclose applies to each. Full disclosure, in itself, does not remove a conflict of interest; it does, however, improve transparency.

Procedure:

1. The Board member must openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the Board or Committees deal with the matter at issue.
2. If the Board members is not certain they are in a conflict of interest, the matter should be brought before the Chair or the whole Board for advice and guidance. If there is any question or doubt about the existence of a real or perceived conflict, the Board will determine if a conflict exists.
3. It is the responsibility of other Board members who are aware of a real, perceived, or potential conflict of interest on the part of a fellow Board member to raise the issue for clarification, first with the member and, if still unresolved, with the Chair. The Board member must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and, unless otherwise decided by the Board, must leave the meeting room for the duration of any such discussion or vote.

4. The disclosure and decision as to whether a conflict exists shall be duly recorded in the minutes of the meeting. The time the person left and returned to the meeting shall also be recorded.

Broad View United Board Policies	Policy: 4.3
Policy – Covenant of Office and Confidentiality	Date Approved:

4.3 Policy - Covenant of Office and Confidentiality

Respecting confidentiality is the key to maintaining trust and confidence, as well as a fiduciary obligation for all Board members. While it is important for Boards to be as open and transparent as possible, all matters of the Board that are dealt with during in-camera meetings and matters related to personnel, must be held in the strictest confidence. Confidentiality means that Board members may not relate such matters to anyone including immediate family members. The duty of confidentiality continues indefinitely after a Board Member has left the Board.

Procedure:

1. All Board members will sign the Covenant of Office.
2. If a Board member refuses to sign the Covenant of Office, then they will be deemed to have resigned from the Board.
See Appendix 1 for the Covenant of Office

Broad View United Board Policies	Policy: 4.4
Policy – Workplace Violence and Harassment	Date Approved:

4.4 Workplace Violence and Harassment Policy

Broad View United adheres to and is under the oversight of the United Church of Canada Sexual Harassment Policy and adopts this policy (outlined below) as BVU's own.

Policy

All complaints of harassment or violence toward anyone within the church—including lay employees or ministry personnel, and elected members or volunteers—will be taken seriously and dealt with in a spirit of compassion and justice.

Harassment is defined as any unwanted physical, sexual, or verbal conduct that is known or ought reasonably to be known to be unwanted and is a form of discrimination. Harassment may involve a wide range of behaviour, from verbal innuendos and subtle suggestions to overt demands and physical abuse. It includes psychological harassment.

Sexual harassment is defined as any attempt to coerce an unwilling person into a sexual relationship, to subject a person to unwanted sexual attention, or to punish a refusal to comply.

Violence is defined as the exercise of physical force or attempt to cause physical force by a person against a worker in a workplace that causes or could cause injury. It also includes statements or behaviours that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in the workplace, that could cause physical injury.

It is everyone's responsibility to raise concerns about harassment, violence, and discrimination within the workplace. It is also everyone's responsibility to take steps to address harassment, violence, and discrimination in the workplace.

Procedure:

1. All complaints of harassment or violence will be taken seriously and will be investigated.
2. If the person complaining (the complainant) is able to do so, they should communicate directly with the person who is behaving inappropriately, to tell them that their behaviour is unacceptable and is being experienced as unacceptable by the complainant.
3. If the behaviour does not stop or the complainant is unable to speak to the respondent (the person behaving inappropriately), then a complaint should be provided in writing with detail as to the date of the incident(s), location, any witnesses, and a description of the incident(s).
4. The complaint should be sent to the appropriate regional executive minister where the incident occurred.

5. The regional executive minister will assess the complaint and the applicability of this policy to respond to the complaint. If there are other processes available to address the complaint, those may be recommended. Such other options could include mediation, a facilitated conversation, or other forms of dispute resolution.
6. The complaint will be provided to the respondent at the earliest possible opportunity by the regional executive minister or appointee.
7. If the complaint is being made about the regional executive minister, the complaint will be made to the Ministry and Employment Unit, General Council Office (pursuant to Human Resources policy 3.4).
8. The regional executive minister will inform the executive or sub-executive of the region that a complaint has been received. The regional executive minister will also inform the pastoral charge or faith community that a complaint has been made, and of the process to be used to address the complaint.
9. Pastoral care will be offered to the parties.
10. The regional executive minister will assign an investigator to the complaint in consultation with the appropriate staff person in the Office of Vocation.
11. The investigator will meet with the parties to the complaint in person; if there are any witnesses, conversations with the witnesses may be conducted in person or over the phone.
12. The investigator will prepare a report with recommendations to resolve the complaint, and the report will be provided to the regional executive minister, who will communicate the resolution and recommendations, as appropriate, to the parties and to the pastoral charge or faith community.
13. The parties will be provided with information about the outcome as appropriate in the circumstances. Personal information will not be provided about any party, and all information will be held in as much confidence as is possible while still ensuring fair process.

5. Role of the Officers of the Board

Broad View United Board Policies	Policy: 5.1
Policy – Chair Role and Responsibilities	Date Approved:

5.1 Policy - Chair Role and Responsibilities

The Chair acts in a position of trust for Broad View United and is responsible for the effective governance of Board. The Chair coordinates the work and the overall planning and direction of the Board of Board Members and is accountable to the Congregation.

Term:

The Congregation will elect a Board Chair for a two-year period. Under normal circumstances, the Board Chair will be nominated no later than at the start of their second term. They will act as Vice Chair for one year, Chair for two and then Past Chair for one year, for a total of four years serving as the Chair and six years on the Board. In extenuating circumstances, such as major transition periods or during major projects where continuity of leadership is required, the Chair may be asked to extend their appointment for up to two more years; this would need to be confirmed by the Congregation at the next AGM.

Responsibilities:

- The Chair oversees the Board processes, ensuring that the Board follows its own rules.
- The Chair is the Chair of the Congregation and presides over its meetings.
- The Chair is responsible for ensuring that the work is conducted efficiently and effectively.
- The Chair and Co-Lead Ministers set the agenda for meeting of the Board with input from members of the Board.
- The Chair will plan the conduct and timing of Board meetings in conjunction with the Co-Lead Ministers and will chair meetings of the Board.
- The Chair will ensure that the Board is properly informed about the operations of Broad View United and has the information and opportunity necessary to come to decisions on matters within its purview.
- The Chair and/or the Co-Lead ministers will act as public and media spokesperson for the Board and Broad View United as required.
- The Chair is also the Chair of the Board of Broad View United Foundation.

Broad View United Board Policies	Policy: 5.2
Policy – Vice Chair/Past Chair Roles and Responsibilities	Date Approved:

5.2 Policy - Vice Chair/Past Chair Roles and Responsibilities

The Vice Chair/Past Chair supports the Chair and fulfills the duties of the Chair in their absence. The elected Vice Chair is presumed to be the next Chair.

Term:

These positions will each be a one-year period for a total of two years. The Vice-Chair is the Chair elect and will be nominated in the 2nd year of the current Chair's term. Once the Vice-Chair becomes Chair, they will serve the 2-year term as Chair, immediately following their 2-years as Chair, they will become the Past-Chair for one year⁴.

Responsibilities:

In addition to assuming the duties of the Chair in their absence, the Vice-Chair/Past-Chair shall perform other duties prescribed from time to time by the Board.

⁴ Note that the positions of Vice-Chair and Past-Chair do not overlap, they will never serve on the Board at the same time.

Broad View United Board Policies	Policy: 5.3
Policy – Treasurer Roles and Responsibilities	Date Approved:

5.3 Policy – Treasurer Roles and Responsibilities

The Treasurer accounts for and reports on the funds, budget and expenditures of the organization, and is one of the signing authorities on financial matters.

Term:

The Board will elect the Treasurer from amongst its members for a two-year appointment; this position will be open for two renewal periods for a total of six years.

Responsibilities:

- The Treasurer shall monitor the financial activities of Broad View United.
- Ensure that complete and accurate records are kept of all financial matters in accordance with generally accepted accounting practices.
- Complete CRA returns and United Church of Canada financial statistics.
- Support the Co-Lead Ministers in the development of the annual budget
- Act as one of the signing authorities on behalf of the Board.
- Provide the Board, no less than quarterly, a report of all financial transactions and of the financial position of Broad View United.
- Chair the Finance Committee.
- Work with the Finance Committee and the Co-Lead Ministers to ensure a financial review engagement on an annual or bi-annual (every 2 years) basis.
- Act as a liaison to the Foundation Investment Team.
- Will also assume the role of Treasurer for Broad View United Foundation.

The Treasurers' responsibilities are set out in complete detail in *The United Church of Canada Manual, Congregational Life G.4*.

Broad View United Board Policies	Policy: 5.4
Policy – Secretary Roles and Responsibilities	Date Approved:

5.4 Policy – Secretary Roles and Responsibilities

The Secretary shall ensure that the secretarial functions are performed for the Board and that records are kept of all proceedings and transactions. The Secretary is the custodian of all official books, papers, records, documents and correspondence of Broad View United.

Term:

The Board will elect the Secretary from among its members for a two-year appointment; this position will be open for two renewal periods for a total of six years.

Responsibilities:

- Oversee the keeping of records of meetings, policies, member information and any other records required by law and/or the Board.
- Ensure that minutes are taken at all regular and special meetings of the Board.
- Ensure that copies of minutes, agendas, and supporting documents are circulated to the Board members prior to each meeting.
- Ensure all Board documents are up-to-date and safely stored.
- Manage Board correspondence in conjunction with the Board Chair.
- Act as one of the signing authorities on behalf of the Board.
- Maintains database and accurate contact information of current Board members.
- Maintain, or ensure the maintenance of, the files and records of Broad View United to be passed on to future officers and ensure security and confidentiality of all such files and records.
- Will act as Secretary for the Board of Broad View United Foundation.
- Will also act as Secretary for all congregational meetings.

6. Executive Authority

The Board covenants with the Co-Lead Ministers to:

- 1) be the executive Spiritual Leader of BVU and
- 2) to provide leadership in the management and administration of BVU.

Broad View United Board Policies	Policy: 6.1
Policy – Executive Authority	Date Approved:

6.1 Policy - Executive Authority

The Co-Lead Ministers are responsible within parameters established by the Board, for determining the methods by which the Board's direction and policies will be executed and the desired outcomes achieved. The co- Lead Ministers are employed by the Board and the Congregation and are therefore responsible to the Board as a whole, and take direction from the Board as a whole, rather than to individual members of the Board
Procedure:

Co-Lead Ministers⁵ are:

- To execute the position according to their job description.
- Authorized to expend funds within the limits of the annual budget and operating plan as approved by the Board.
- Responsible for bringing special and exceptional expenditures not included in the budget to the attention of the Board.
- Required to report to the Board if it is not possible to operate within the limits of the budget approved.
- Expected to serve as advisors to the Board on policy and program issues which affect the services provided by Broad View United.
- Required to provide the Board with the information it requires to govern effectively, make informed decisions and monitor the overall performance in the achievement of approved goals.
- Responsible for hiring and supervising staff members within the classifications and salary ranges as approved by the Board.
- Staff are responsible to the Co-Lead Ministers or to a person designated by them, not the Board as a whole or any individual officer or Board Member.
- In the supervision, direction, deployment, and evaluation of staff personnel, the Co-Lead Ministers are governed by the documented personnel practice and procedures of the Ministry and Personnel Committee.

⁵ See appendix 11.4 for the Co-Lead Minister job description.

Broad View United Board Policies	Policy: 6.2
Policy – Delegation to the Lead Ministers	Date Approved:

6.2 Policy - Delegation to the Lead Ministers

The Board’s job is generally confined to establishing policies for the achievement of Broad View United’s vision and long-term goals. The Board delegates responsibility for the implementation of these policies to the Co-Lead Ministers. All Board authority delegated to staff is delegated through the Co-Lead Ministers, so that the authority and accountability of staff derives from the authority and accountability of the Co-Lead Ministers.

Broad View United Board Policies	Policy: 6.3
Policy – Call of Co-Lead Ministers	Date Approved:

6.3 Policy – Call and Appointment of Co-Lead Ministers

The call and appointment of the Co-Leaders will be according to The United Church of Canada policies and processes. Access to these will be through the Regional Minister or an appropriate Regional official.

Broad View United Board Policies	Policy: 6.4
Policy – Termination of Lead Minister	Date Approved:

6.4 Policy - Termination of Lead Minister

Terminating the Call of a Lead Minister shall be in consultation with the Regional Minister and following the procedures outlined by The United Church of Canada.

Broad View United Board Policies	Policy: 6.5
Policy – General Constraints on Co-Lead Ministers	Date Approved:

6.5 Policy – General Constraints on Co-Lead Ministers

Co-Lead Ministers shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted business practices and professional ethics.

Treatment of Staff: With respect to the treatment of paid and volunteer staff, the Co-Lead Ministers must ensure that conditions are fair, dignified, safe and clear boundaries are set.

Employment Compensation and Benefits: With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Co-Lead Ministers shall not allow compensation and benefits to deviate from United Church of Canada standards or deviate significantly from the geographic and/or professional market for the skills employed.

Financial Planning/Budgeting: Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Financial Conditions and Activities: With respect to planning fiscal activities (budgeting for all or any remaining part of a fiscal period), the Co-Lead Ministers may not jeopardize either programmatic or sustainability of Broad View United.

Asset Protection: The Co-Lead Ministers shall not allow Broad View United assets to be inadequately insured, inadequately maintained, or unnecessarily risked.

Executive Succession: In order to protect BVU and the Board from a breakdown in organizational integrity with the sudden departure of one or both Co-Lead Ministers, Co-Lead Ministers must ensure that all important information and records are up-to-date and that either the Chair of the Board, or the administrative staff have access to this information.

Communication and Counsel to the Board: The Co-Lead Minister shall not permit the Board to be uninformed or misinformed on important matters that: 1) affect the governance of BVU, or 2) that could jeopardize the funding, service delivery or profile of the Congregation.

Broad View United Board Policies	Policy: 6.6
Policy – Co-Lead Minister’s Performance Review	Date Approved:

6.6 Policy – Co-Lead Minister’s Performance Review

The Co-Lead Ministers are the link between the Board and the organization they govern. The responsibilities of the Co-Lead Ministers lie in the exercise of delegated authority and compliance within the parameters established by Board policies and directives.

The Co-Lead Minister’s job responsibilities fall into six areas:

1. Co-Lead Minister responsibilities as outline in the job description.
2. The Health of the Congregation.
3. Organizational achievement of strategic and operating plan goals.
4. Operations within the boundaries established by Board policies.
5. Quality of the Co-Lead Minister interactions with staff, congregation, board and other stakeholders.

The essence of the performance review shall be results-focused rather than subjective or personality oriented. The annual review will provide an overall assessment of performance related to this policy statement, its employment contract with the Co-Lead Ministers and identified goals.

Procedure:

1. The Co-Lead Ministers will, at the beginning of the pastoral year, draft professional goals for that year and present these to the M&P Committee and the Chair of the Board for discussion and acceptance.
2. The Co-Lead Ministers shall, at the end of the pastoral year:
 - Complete a written self-evaluation (where appropriate this will be done jointly) of progress on meeting approved goals.
 - Complete a report on overall organizational performance for the preceding year which would also go to the Board as part of the review
3. These reports will be provided to the M&P Committee and Board Chair.
4. The M&P Committee and Board Chair will obtain input from the officers of the Board, committee chairs, other Board members, and relevant staff as required.
5. The M&P Committee and Board Chair will meet with the Co-Lead Ministers to discuss and review the information collected and prepare a joint summary that includes the Co-Lead Minister’s self-evaluation and the input collected from the Board and Committee members.
6. The M&P Committee and Board Chair will provide this summary of the performance review to the Board.
7. The Board will meet as the Committee of the Whole without the Co-Lead Ministers for the specific purpose of reviewing the performance evaluation.
8. The Board will formally accept the review and provide a motion to accept the results of the evaluation.

9. After reviewing the evaluation, the Board shall reconfirm the relationship of each of the Co-Lead Ministers to the Board to express confidence in their leadership or to do otherwise as it deems appropriate.
10. Both the Chair of M&P and the Chair of the Board will also provide the Co-Lead Ministers with more informal feedback on a regular basis as issues may arise and the Chair of M&P and Board Chair will also provide feedback (nonwritten) at least once midway between formal reviews.

7. Committee and Ministry Teams

Broad View United Board Policies	Policy: 7.1
Policy – Committee Membership and Functions	Date Approved:

7.1 Policy – Committees Membership and Functions

The Committees of the Board shall be Finance, Ministry and Personnel Committee, and Nomination Committee. Committees help the Board govern by gathering information, drafting policies, and other activities as directed by the Board. Committees are not decision-making bodies; rather they prepare or review work for Board approval.

Composition and Nomination Process

Committees will be chaired by a Board member. One or both Co-Lead Ministers will be either members of, or support for, these committees. Committee membership will consist of Board members and members at large from the Congregation who will be selected by the Board from recommendations made by the Nominations Committee. Recommendations will be based on required skills, qualities, and backgrounds.

Function

A committee's function is to bring experience, expertise and judgement of a group of interested, informed and skilled persons to bear on a specific area of responsibility. The job of the committee is to assist the Board by considering matters referred to it in greater depth than would be possible by the whole Board. The Board will consider recommendations of the committee in its decision-making process.

Relationship to Staff

The Board, committees, and staff work cooperatively to carry out the work of Broad View United. The attendance of one of the Co-Lead Minister (or their designate) at all committee meetings is essential to the effective work of the committee. Committees may advise the Board or the Co-Lead Ministers but do not exercise authority over staff in isolation of Board direction. Communication between Board and staff, outside of committee meetings, shall be through the Co-Lead Ministers.

The Board, committees, and Co-Lead Ministers work cooperatively to carry out the work of Broad View United. The Co-Lead Ministers are full participants in and/or supports to all committee and Board work, bringing ability, training, experience and expertise to the work, as well as ensuring coherence between the various pieces of work. The Co-Lead Ministers are directed by decisions of the Board. Committees or individual Board or committee members do not exercise authority over the Co-Lead Ministers, allowing free exchange of ideas and advice. Official communication with other staff is through the Co-Lead Ministers except when other staff are communicating with the Ministry and Personnel Committee.

Broad View United Board Policies	Policy: 7.2
Policy – Ministry Team Membership and Function	Date Approved:

7.2 Policy - Ministry Team Membership and Function

Ministry Teams support the overall work of Broad View United (most often referred to as ‘operations’). Ministry Teams are directly responsible to the Co-Lead Ministers, Other staff may be designated to support the work of a Team. Teams are organized around the achievement of practical tasks and results. High level direction for Ministry Teams will be set in the annual operating plan and details outlined in each team’s workplan.

Team Nomination and Composition

Teams consist of volunteers from the Congregation who are interested supporting the work of the team and its particular focus of Ministry.

Relationship to Staff

The teams are accountable to the Co-Lead Ministers. The co-LMs will appoint appropriate staff and volunteers to each team.

8. Committee Terms of Reference

Broad View United Board Policies	Policy: 8.1
Policy – Finance Committee Terms of Reference	Date Approved:

8.1 Finance Committee Terms of Reference

Purpose:

The Finance Committee is responsible for budget planning and financial oversight. The following information is aligned with the *United Church of Canada's Financial Handbook for Congregations, 2017*.

Duties and Responsibilities:

- Review and make recommendations in the development of the annual budget
- Recommend the annual budget to the Board for review and acceptance and then onto the Congregation for approval.
- Review monthly financial performance and recommend long-term financial goals.
- Review and make recommendations to the Board concerning banking arrangements, including lines of credit and debt management.
- Oversee and make recommendations regarding either an annual review engagement or audit.
- Recommend financial policy for the Congregation and the Board.

Composition:

The Finance Committee will be chaired by the Treasurer and will consist of no less than three and no more than five members at large selected from the Congregation by the Board based on recommendations from the Nomination Committee. The Co-Lead Ministers will work with the Committee.

Meetings:

The Finance Committee will meet as required to ensure compliance with these policies.

Accountability and Reporting:

The Finance Committee is accountable to the Board and shall not act independently of the Board's written policy. They will operate under the roles and responsibilities outlined in these policies. The Finance Committee shall ensure that quarterly financial reports are provided to the Board and any other financial information is available as requested by the Board.

Broad View United Board Policies	Policy: 8.2
Policy – Membership and Personnel Committee Terms of Reference	Date Approved:

8.2 Membership and Personnel Committee (M&P) Terms of Reference

Purpose:

To assist the Board with its responsibility to hire, professionally supervise, and terminate Co-Lead Ministers; and to hear the complaints or appeals of other congregational staff.

Duties and Responsibilities:

- Provide support and consultation around human resources matter as requested by the Co-Lead Ministers.
- Plan and lead search processes for Co-Lead Ministers; make recommendations to the Board for the hiring of Co-Lead Ministers.
- Plan and lead a regular annual review of Co-Lead Ministers; make recommendations to the Board as a result of these reviews.
- Regularly review the working conditions, responsibilities, position descriptions and compensation of the Co-Lead Ministers; make recommendations to the Board as a result of these reviews.
- Review and track the continuing education of the Co-Lead Ministers; make recommendations about continuing education to the Board as needed.
- Lead any termination process for a Co-Lead Minister when so directed by the Board.
- To hear official complaints or appeals from other staff about decisions made by Co-Lead ministers related to working conditions or supervision; to take decisions related to the complaints or appeals unless those decisions affect the supervision or employment of the Co-Lead Ministers, in which case recommendations will be made to the Board. Termination decisions are not appealable internally.
- To hear official complaints from congregation members related to the ethical conduct of the Co-Lead Ministers.

Composition:

The M&P Committee will be three members of the Board, selected annually by the Board. One of those selected will serve as Chair, another as Secretary. The Committee can consult others who are not members, as needed. The Co-Lead Ministers are not members of the M&P Committee.

Expectations and Guidelines:

- Maintain close contact with the Pacific Mountain Regional Council Pastoral Relations Committee or equivalent, and related staff.
- Follow all applicable policies of the *Manual*, The United Church of Canada, and the Pacific Mountain Regional Council.
- Maintain a level of confidentiality appropriate to the matters being considered.
- Knowledgeable about usual Human Resources practices and issues.

- All congregational staff and contractors will be hired, supervised and terminated by the Co-Lead Ministers, following policies and practices established by The United Church of Canada and Broad View United.

Meetings:

The Committee will meet as necessary to accomplish the duties and responsibilities above. It shall meet a minimum of twice a year.

Accountability:

The M&P Committee exists solely to assist the Board in its responsibilities toward congregational staff. In almost all areas of responsibility, it plans, prepares, and presents work that assists the Board in its decision-making role. It has delegated decision-making authority only over complaints or appeals from congregational staff other than Co-Lead Ministers, unless those decisions affect the supervision or employment of the Co-Lead Ministers, in which case recommendations will be made to the Board. Other time-limited decision-making authority might be delegated to the Committee from time to time by the Board at its discretion. The Committee will report to the Board as needed to fulfill its duties and responsibilities.

Broad View United Board Policies	Policy: 8.3
Policy – Nominations Committee Terms of Reference	Date Approved:

8.3 Nominations Committee Terms of Reference

Purpose:

The Nominations Committee oversees Board and committee member recruitment.

Duties and Responsibilities:

- Developing and recommending for the Board the skills, experience, qualities and diversity criteria for Board members necessary to balance diverse representation and good governance.
- Identifying, interviewing and checking references on prospective candidates for vacant positions on the Board.
- Recommending suitable candidates for the Board and to the Congregation, according to the approved criteria, to fill Board and committee vacancies.
- Recommending suitable candidates to sit on the Boards of both Social Enterprises and the participants for the Foundation Investment Team. These recommendations will be approved by the BVU Board.
- Ensuring Board and committee members receive a proper orientation to their responsibilities.
- Monitoring Board attendance.
- Board education, including ensuring a comprehensive orientation session is provided to all new Board members, and providing/overseeing Board education sessions as needed.

Composition:

The Nomination Committee will be chaired by the Chair of the Board and will have no less than two and no more than four Board members as identified by the Chair. The Co-Lead Ministers will support the Committee.

Meetings:

The Nomination Committee will meet as required to ensure compliance with these policies.

Accountability and Reporting:

The Nominations Committee is accountable to the Board and shall not act independently of the Board's written policy. They will operate under the roles and responsibilities outlined in these terms of reference. They will provide reports to the Board as requested.

9. Board of Trustees

Broad View United Board Policies	Policy: 9.1
Policy – Board of Trustees Responsibilities	Date Approved:

9.1 Board of Trustees Responsibilities and Accountability

Their responsibilities and limits are defined in law by The Model Trust Deed, which is reflected in The United Church of Canada Manual (2019). It is important to note that they are not a ‘governing body’ like the Board of Broad View United, but rather they perform certain limited functions and accomplish certain legal actions at the direction of the Board.

Duties and Responsibilities:

The trustees are responsible for holding all congregational property for the congregation as part of the United Church.

The Trustees must comply with:

- a. all decisions about congregational property that are made by the governing body and the regional council; and
- b. all other United Church requirements for trustees and congregational property (G.3.4.2 UCC Manual).

The Board of Trustees will:

- Carry out Board directives relating to the acquisition, encumbering or disposition of personal or real property by Broad View United in accordance with civil legal requirements and other councils of the United Church, as required by the Manual.
- Review Board approved policies that guide investment, property management, lease requirements and insurance coverage.
- Maintain the sufficiency of insurance coverage so that Broad View United is not unreasonably exposed to claims of liability or loss of property.
- Ensure the archiving of historical and legal records as appropriate.

Composition & Election:

- One or both of the Co-Lead Ministers is a full member of the Board of Trustees by virtue of office.
- At the Broad View United AGM, the congregation will elect no less than three and no more than six members selected from the congregation, the majority of which must be members of Broad View United. Their election will be noted in the AGM Minutes.
- Elected trustees are elected annually to ensure they are current, and they may serve a maximum of six consecutive terms (6 years).

Chair:

One or both of the Co-Lead Ministers shall serve as Chair or Co-Chairs, and/or they can appoint a deputy Chair from among the elected trustees.

The Chairperson(s) of a meeting of Trustees has no vote except in the event of a tie.

Meetings:

The Board of Trustees will meet at least annually to prepare a report to be presented to the congregation regarding the carrying out of its trust responsibilities and as may be requested by the BVU Board, by the Chair of the Trustees, or by at least two Trustees.

A majority of the Trustees constitutes a quorum.

Accountability and Reporting:

- The Trustees are fiduciaries and, as such, are legally obligated to act in the best interests of the trust beneficiary, the Congregation of Broad View United, following the rules of The Model Trust Deed.
- The Trustees are directed by and accountable to the Board of Broad View United and through the Board, to the Congregation.
- If a Trustee does not feel they can act at the legal direction of the Board of Broad View United, then their responsibility is to resign as a Trustee and inform the Region of their decision.

10. Board Management

Broad View United Board Policies	Policy: 10.1
Policy – Meetings	Date Approved:

10.1 Policy - Meetings

Meeting of the Board will, unless otherwise determined by the Board, be held a minimum of four times a year. As a rule, the Board will meet in person; if necessary, the Board may also meet by telephone or video conference or by email.

Procedure:

1. The Manual Appendix Rules of Order will be followed unless the Board explicitly substitutes an alternative procedure.
2. Discussion at the meeting of the Board will be confined to those issues that clearly fall within the Board's authority according to the governance policies.
3. Board deliberations at meetings will be timely, fair, orderly, thorough and efficient.

Broad View United Board Policies	Policy: 10.2
Policy – Committee of the Whole Meetings	Date Approved:

10.2 Policy – Committee of the Whole

The following items may be considered in Committee of the Whole:

- Personnel matters about identifiable individuals.
- Acquisition or sale of land.
- Labour relations and employee negotiations.
- Litigation or potential litigation.
- Receiving advice that is subject to solicitor-client privilege.
- Matters falling under the “Municipal Freedom of Information and Protection Act”.
- Matters of personal conflict between members of the Board.
- Any other matters which the Board determines would be prejudicial to the interests of Broad View United if discussed publicly.

Procedure:

1. A motion will be made by a Board member to move into a ‘Committee of the Whole’ for discussion on the agreed upon matter. The motion can be adopted with a majority vote.
2. In the Committee of the Whole minutes are not kept. Once discussion is completed and a decision made or an action agreed to be taken, the Committee of the Whole will be terminated and the regular Board meeting recommenced. The Committee of the Whole may also prepare a report or statement to be received by the Board.
3. A motion will be made to accept/or approve the agreed upon decision or action.
4. The motion will be voted on and the outcome minuted. Any statement or report from the Committee of the Whole might also be minuted.

Broad View United Board Policies	Policy: 10.3
Policy – Board Member Attendance	Date Approved:

10.3 Policy - Board Member Attendance

Carrying out the work of the Board effectively requires commitment to attend all Board meetings as required.

Procedure:

1. If a Board member is unable to attend a meeting, they must inform the Chair of the Board and send regrets.
2. If a Board member is going to be absent from three or more Board meetings, the Board member must speak with the Chair of the Board and outline the rationale and seek permission from the Board for a temporary leave of absence.
3. The leave of absence will be considered by the Board in relation to required work and responsibilities of the Board.
4. If a Board member is absent for three consecutive meetings without notification and/or permission from the Chair, they will automatically be considered to have resigned their position.
5. In the event that such Board member wishes to be reinstated, a letter of request must be sent to the Chair of the Board and together they will discern the appropriateness of the return.
6. If the request is deemed appropriate then, the Board shall then make a decision by motion regarding reinstatement as well as any terms associated with a decision to reinstate.

Broad View United Board Policies	Policy: 10.4
Policy – Decision-Making Process	Date Approved:

10.4 Policy - Decision-Making Process

Decisions of the Board are made as a group at Board meetings at which a quorum of the Board is present (a quorum of the Board is one-half of the voting members and at least one of the Co-Lead Ministers). A quorum is required for the transaction of any business Broad View United undertakes.

Decisions will ideally be made through a consensus development process leading to a formal vote to record the decision. This process is intended to encourage full discussion and development of a decision that all, or at least the largest possible majority of, Board members can support. Where disagreements continue to exist, dissenting Board members may request that their objections be recorded in the minutes. A favourable vote of the majority of the members present (as long as there is quorum), regardless of abstentions, is required for approval. Proxy votes are prohibited in The United Church of Canada.

Broad View United Board Policies	Policy: 10.5
Policy – Conflict Resolution	Date Approved:

10.5 Policy - Conflict Resolution

Board members are commonly recruited to bring diverse views on issues to Board debates and decision-making; constructive disagreement between Board members is encouraged. These discussions will be managed by the Chair in order to follow proper rules of procedure and the encouragement of good listening skills. However, in the rare instance where disagreements degenerate into serious conflict on issues or between personalities the following shall occur:

Procedure:

1. The Chair is responsible for managing such conflict.
2. A neutral Board member or third party will be selected if the Board chair is party to the conflict.
3. The Chair or designate will identify whether the conflict is based on an immediate issue at hand or has deeper roots based on differences in personal values and history, personalities, personal or political agendas, gender or culture.
4. Once the true nature of the conflict has been uncovered, the Chair or designate will follow either a 'managing issues-based conflict' approach or follow the steps outlined for personality-based conflict.

Managing issues-based conflict step⁶:

1. Acknowledge the value and importance of divergent views in informing decision-making.
2. Practice and encourage good listening skills, understanding and respect (if the Board has ground rules for good meetings, review these). If not, clarify the ground rules for effective communication – confidentiality of discussions, allowing others to have their say, listening to understand, group ownership of problems and solutions, focus on issues rather than personality or personal attacks.
3. Assist the parties in defining the issue. State what you understand to be the substance of the issue and seek agreement between them on a clear definition of the issue. Name the problem!
4. Seek agreement on the outcome or decisions sought by placing this item on the Board agenda.
5. Assist both parties to identify and expand points of agreement.
6. Assist them in identifying why this issue is important to them rather than encouraging more debate on who has the best solution.
7. Paraphrase or summarize the discussions repeatedly until they can identify points of agreement and disagreement.

⁶ From Designing and Facilitating Groups in Conflict, Canadian Institute for Conflict Resolution.

8. Encourage both parties and other Board members to suggest new insights or compromises. See agreement on a compromise.
9. If unable to find a compromise, either 1) table the item to be dealt with later (after a 'cooling off') period or 2) consider outside mediation or collectively deciding on the outcome through a vote of the Board.

Managing interpersonal conflict:

Managing conflicts that are rooted in personality, personal or political agendas, or more deeply rooted factors are often too time-consuming and disruptive to be dealt with at Board meetings:

1. The Chair or designate to meet with the parties individually outside the Board meetings to express concern about the negative impact on Board functioning and decision making.
2. Attempt to define the issues and see a resolution to the conflict.
3. Meet with the parties together to determine whether they can reach an agreement that will allow the Board to function effectively while continuing their positions on the Board.
4. In the event that agreement cannot be reached, the Chair or designate suggest that either or both parties resign their positions on the Board.
5. Recommend disciplinary action or removal to the Board in the event that neither parties resign.

Broad View United Board Policies	Policy: 10.6
Policy – Board Self-Evaluation	Date Approved:

10.6 Policy - Board Self-Assessment

As part of the Board’s ongoing responsibility for its own performance, the Board will undertake a Board assessment a minimum of every three years. The purpose of the self-assessment is to determine how effective the Board has been in its governance role and to determine what areas, if any require further attention or development. The review will:

- Provide an opportunity for the board to look at how it is functioning.
- To reflect on board members’ individual and shared responsibilities.
- Identify different perceptions and opinions among board members.
- Determine areas of responsibility that need attention.
- Support the development of a plan for board improvement.

Procedure:

1. The Board will task the Nominations Committee to oversee the establishment of the assessment and to ensure it is well organized and completed in a timely manner.
2. The Nominations Committee will work with the Co-Lead Ministers to determine the scope, participants and timeline of the review process.
3. The review will look at the Board’s work (governance roles and responsibilities, structure (Board, committee work, representation) and dynamics (board functioning, individual board member engagement).
4. The Nominations Committee will engage an external representative to administer a survey to Board and selected staff members to gather confidential feedback.
5. The assessment will ensure:
 - a. Clarity around the purpose of the self-assessment – not to be critical or focus only on weaknesses and negative aspects - Its purpose is to help the improve functioning and to support board planning.
 - b. Discuss the survey questions with Board members to ensure everyone is familiar with the process and has a chance to provide input into the questions.
 - c. The survey will provide each individual Board member with the opportunity to assesses their own performance vis-à-vis the full Board. Questions will be related to the roles and responsibilities of individual Board members (see policy 3.1).
 - d. The survey will also provide each individual Board member with the opportunity to assess the performance of the Board as a whole as related to its governance roles and responsibilities (see policy 2.2).

- e. The Co-Lead Ministers will also be included in the assessment survey as they work closely with the Board and will have insight into Board effectiveness.
- f. Confidentiality, the opinions, and comments expressed within the survey should not be attributed to individual Board members but should be shared in an aggregate report. Ensuring confidentiality ensures that everyone shares their honest opinions.
- g. Whomever administers the survey should also be the one to receive the surveys and to analyze the results and provide the Board with the report.
- h. Once the report has been shared with the Board, sufficient time will be made to discuss the results and build a plan to address any recommendations coming from the report.

11. Appendices

Appendix 11.1 - Covenant of Office and Confidentiality Agreement

I _____, a Board Member of Broad View United, declare that, in carrying out my duties as a Board Member and Spiritual leader of the congregation, I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interest of Broad View United and from a spiritual foundation.
2. Exercise these responsibilities with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and honour decisions of the Board and congregation.
4. Keep confidential all information that I learn about personnel and any other matters specifically determined by Board motion to be matters of confidence including matters dealt with during in-camera meetings of the Board.
5. Conduct myself in a spirit of collegiality and respect the collective decisions of the Board and subordinate my personal interests to the well-being of Broad View United.
6. Conform with the Code of Conduct and Conflict of Interest policies.
7. Immediately declare any real or perceived conflict of interest that may come to my attention.
8. Immediately resign my position as Board Member of Broad View United in the event that I, or my colleagues on the Board, have concluded that I have breached my 'Covenant of Office'.

Signature:

Date:

Appendix 11.2 - Broad View United Foundation Purpose and Relationship to BVU Board

The purposes of the Foundation are:

- To assist in the building or equipping of facilities to expand the ministry of BVU.
- To provide the financial means to qualified donees who are registered charities under the Income Tax Act of Canada.
- To receive and actively solicit donation and bequests of money, land, building, articles any other form of gift in kind or services.
- To administer donations and bequests and expend funds in furtherance of the purposes of the Foundation.
- To hold title to or lease real and personal property for one or more of the purposes of the Foundation.
- To do all such other things as are incidental and ancillary to the attainment of the foregoing purposes. (See Foundation Constitution)

Foundation Members:

The Foundation members are the Board members of the Broad View United Board (See Foundation By-Laws, Article 2 – Membership).

Foundation Board Members:

The Board of the Foundation is comprised of five members, three of the Board members are as follows: The President of the Foundation is the Chair of BVU Board; The Secretary of the Foundation is the Secretary of the BVU Board; and the Treasurer of the Foundation is the Treasurer of the BVU Board. The remaining two Foundation Board members shall be selected by the Board of BVU.

Foundation Officers of the Board:

The Officers of the Foundation are as follows:

1. The President of the Foundation shall be the same person as the Chair of the BVU Board.
2. The Secretary of the Foundation shall be the same person as the Secretary of the BVU Board.
3. The Treasurer of the Foundation shall be the same person as the Treasurer of the BVU United Board.

Conducting Foundation Business:

The Board of the Foundation may meet as required to fulfill its role as outlined in the Constitution. The Annual General Meeting (AGM) of the Foundation will take place adjacent to the AGM of the Broad View United AGM and membership (the Board of BVU) will participate in the BVU AGM for the Foundation AGM.

Appendix 11.3 - Foundation Investment Team Terms of Reference

Purpose:

The Foundation Investment Team is an advisory group to the Board of the Foundation and supports the development and oversight of the Foundation's investment policy.

Duties and Responsibilities:

- Review investment policies to ensure they are effective and aligned with financial goals and overall Broad View United goals.
- Conduct periodic updates on the investments and develop strategies to maximize assets.
- Shall act as the Administrator of the Foundation, to implement the direction and policies of the Board of the Foundation for all Foundation investments and activities.

Composition:

The Foundation Investment Team will have no less than three and no more than five members selected by the Board from the Congregation. One or both of the Co-Lead Ministers will Chair the Investment Team or appoint a deputy Chair.

Meetings:

The Foundation Investment Team will meet as required to ensure compliance with these terms of reference and any other direction from the Board of the Foundation.

Accountability and Reporting:

The Foundation Investment Team is accountable to the Board of the Foundation and shall not act independently of the Board's written policy. They will operate under the roles and responsibilities outlined in these terms of reference and will report to the Board as requested.

Appendix 11.4 - Co-Lead Minister Job Description

Broad View United is a religious institution in which spiritual considerations permeate all aspects of the employment relationship and govern the selection process. Persons working in every position serve as ambassadors for the sincerely held values of Broad View United. Our vision is to be an agent of transformation and a fresh expression of progressive Christian faith.

Job Title: Co-Lead Minister

Reports to: Board

Scope: Full-time, Called

Prepared Date: May 2021

Effective Date: July 1 2021

Overview:

The Co-Lead Minister is one of two senior staff position within Broad View United and functions with the authority from the Board and the United Church of Canada. The two positions have a two fold focus: Responsibility for the Spiritual Leadership of the congregation and; to direct and lead the overall management of Broad View United and all aspects of the organization's operations.

Duties and Responsibilities:

Vision and Leadership

- Provide vision and oversight of the spiritual life of the Congregation and all its aspects.
- Provide leadership in the development and implementation of the Broad View United's statement of vision, mission, and core values through implementation of the strategic plan.
- Respond to and manage change and its impact on Broad View United members and adherents.
- Look to the future for opportunities to grow Broad View United's role and impact on members , adherents, the community adjacent and the region of Saanich
- Nurturing and mentoring leadership and ensuring appropriate succession planning

Worship and Pastoral Care

- Establish and implement a comprehensive worship program for a progressive and regional church.
- Ensure the creative development of worship services, including liaison with musicians.
- Conduct funerals, wedding and baptisms as required.
- Ensure the provision of religious and spiritual counselling and pastoral support for the Congregation, it members and it's leaders.
- Community engagement through ritual around significant world or community events

Education and Partnership Development

- Envision, create and ensure delivery of a robust engaging life long learning experiences for all ages that give opportunities to grow as progressive Christians and faithful human beings.
- Oversee the development and delivery of programs and courses for adults, youth and children which help them explore and extend their faith.
- Engage strategically and build relationship with community partnerships to jointly deliver programs and services and ensure a community reputation for relevance.
- Work with external stakeholders to identify community needs and remove barriers to participation in meeting these needs.

Outreach and Justice Making:

- Ensure the establishment and implementation of a comprehensive outreach and justice making program at BVU
- Support and ensure adequate resources for new and existing programs and projects, including but not limited to Intercultural, Reconciliation, Refugee ministries
- Support membership in community activist organizations and groups so that BVU has a place at the table
- Be an outpost to engage national church justice stands, currently anti-racism, LGBTQ2+ affirming, and reconciling

Board and Committee Relations

- The board is a policy governance board and as such the Co-Lead Ministers are responsible to engage with the board in casting a vision for the ongoing wellbeing of BVU, implementing their directions and giving them the information, support and leadership to meet its governance responsibilities.
 - Support the Board to build and maintain an effective and faithful governance function, including effective meetings, policy creation and adherence, strategic planning, risk/reward discernment and regular performance evaluation.
 - Provide executive leadership through creating and maintaining appropriate relationships and communication with and between the Board and Committee members and the wider Congregation and its teams.
 - Assist the Board to recruit and retain qualified Board and Committee members in accordance with governance policies.
 - Assist the Board to coordinate and organize the Annual General Meeting.
- Act as an ex-officio committee member on all committees of the Board except Ministry and Personnel.
- Act as the Chair of the trustee and a liaison between the Trustees and the Board
- Work with the Board and membership to establish and maintain open and adequate lines of communication.

Financial Management and Stewardship Development

- Ensure the development and implementation of a comprehensive financial and stewardship program
- Coordinate and oversee the financial operations of Broad View United.
- Prepare and manage annual budgets and oversee the implementation of operational budgets.
- Ensure regular, accurate and timely reports are presented to the Board and other stakeholders as required.
- Oversee the preparation of grant and funding applications.
- Ensure effective communication and connection with BVU Foundation

Human Resource Management

- Manage the human resource functions of Broad View United.
- Provide leadership development, coaching, mentorship, oversight and encouragement to Broad View United staff, contractors and leaders.
- Recruit and supervise staff and other personnel at Broad View United.
- Implements regular and timely staff performance reviews.
- Ensures implementation of personnel policies and is ultimately responsible for the hiring and termination of all staff, contractors, and volunteers except called or appointment ministry personnel.

Qualifications and Experience:

Education and Experience

- Graduation from a recognized UCC educational institution
- Qualifications of Ordination or Commissioning
- At least 10 years of experience in a congregation, with some spent in a similar sized congregation to BVU.

Skills and Abilities

- Spiritually grounded, with an ability to demonstrate and articulate a progressive faith and pattern of spiritual practices
- An ability to create, maintain and support a positive human community with mutual respect, humility and diplomacy
- Exceptional public relations, oral and written communication skills.
- Facilitation skills and ability to encourage dialogue and discussion amongst diverse groups and individuals
- Experience in Board governance, budgeting and financial management.
- Grant and proposal writing.
- Human resource management, including ability to coach/mentor senior staff.
- Managing interpersonal relationships with staff, volunteer and congregates.
- Organizational planning and tracking progress toward meeting goals.

- Ability to build external collaborative relationships and partnerships.
- Analytical and strong decision-maker with the ability to prioritize and communicate with staff to achieve organizational goals.

Technical Skills:

- Experience developing and managing budgets.
- Strong computer skills.