

Pacific Mountain Regional Council Executive Governance Policies

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Pacific Mountain Regional Council

The United Church of Canada

Mission

Policy Type: Ends

Adoption Date: March 2020

Modification Date:

Review Date:

The mission of the Pacific Mountain Regional Council Executive is:

- healthy communities of faith and ministries;
- effective leadership;
- faithful public witness.

Pacific Mountain Regional Council

The United Church of Canada

Ends

Policy Type: Ends
Adoption Date: March 2020
Modification Date:
Review Date:

Ministries of Pacific Mountain Regional Council are effective in fulfilling their call and mission at a cost not to exceed the resources available to the Region.

A. Communities of Faith

Communities of Faith are effective in fulfilling their call and mission.

1. The Regional Council will support emerging initiatives towards the formation of Communities of Faith, and will ensure equitable access for all members of the Region to connect to a Community of Faith which provides the opportunity to deepen their relationship with God and become disciples of Christ.
2. Recognized and covenanted Communities of Faith will have equitable access to trained, theologically grounded and accountable leadership.
3. All Communities of Faith are part of a Regional strategy. All real property and financial assets are:
 - a. an asset for ministry and mission;
 - b. protected to avoid unintended loss;
 - c. stewarded to provide benefit for future generations;
 - d. one means to respond to the “Calls to the Church” (2018).
4. Recognized and covenanted Communities of Faith will have equitable access to financial and practical support to develop and connect to clusters.
5. Recognized and covenanted Communities of Faith will be supported equitably in accessing existing and emerging networks.
6. The Regional Council will provide oversight to ensure that recognized and covenanted Communities of Faith are supported in embodying the ethos and articulated faith of The United Church of Canada, and in governing themselves in alignment with United Church of Canada polity.
7. The Regional Council will ensure that all the Responsibilities identified in the *Manual* section C.2 are executed.
8. Communities of Faith will be informed about matters that allow them to participate fully in the life of the church in the world, and the ministry of the Region and The United Church of Canada, including:
 - a. referral to resources for worship and ministry;
 - b. Interpretation and advice on the United Church of Canada *Manual*;
 - c. advice on governance;
 - d. access to professional archival materials;
 - e. facilitation of connection to information from the wider denomination.

B. Leadership

To effectively meet the demands of a changing church and world, the Region has leaders, both ministry personnel and lay, who are supported, connected, and engaged.

1. Ministry personnel are:
 - a. Supported
 - i) Persons are recruited for ministry.
 - ii) Ministry Personnel are called, appointed and compensated.
 - iii) Ministry Personnel have quick access to professional assistance and support in matters related to ministry;
 - b. Connected
 - i) Ministry Personnel are connected to colleagues and the wider church.
 - ii) Ministry Personnel gather for collegiality and cooperation with others in the Region.
 - c. Engaged
 - i) Ministry Personnel have ongoing training that provides knowledge and skills for ministry.
 - ii) Ministry Personnel have opportunities for personal spiritual growth.
2. Lay leaders are:
 - a. Supported
 - i) Persons are identified and encouraged to provide leadership in areas of church life related to their spiritual gifts and skills.
 - ii) Lay leaders have quick access to professional assistance and support in matters related to ministry.
 - b. Connected
 - i) Lay leaders are connected with others that share similar work, interests and gifts in church leadership.
 - c. Engaged
 - i) Lay leaders have the opportunity of ongoing training that provides the knowledge and skills that allow them to carry out their work effectively.
 - ii) Lay leaders have the opportunity for personal spiritual growth.

C. Other Recognized Ministries

Ministries, other than Communities of Faith, that are recognized and in relationship with the Region are supervised and supported at levels appropriate to each.

1. Societies incorporated in the United Church:
 - a. follow the policies and practices associated with the *Manual C.2.13*;
 - b. are able to access the governing structures of the church in an efficient and timely manner.
2. All non-incorporated and recognized ministries have access to the Region office for advice and guidance;
3. Ministries (other than Communities of Faith) covenanting with the Region receive a level of support determined by the Regional Council Executive.

D. Covenantal Ministries

The diverse covenanted ministries of the Region will receive oversight and support in ways that hold them accountable, while also encouraging partnership and full participation in the life of the church and Region.

1. Covenantal Ministries will receive quick access to assistance and support via regional staff and communities of faith.
2. Indigenous communities and ministries are treated as partners in ministry, recognizing their unique history, cultures, and present contexts.
 - a. Relationships will be governed by an attitude of reconciliation, as described in the “Calls to the Church” (2018).
 - b. Ministry personnel with appropriate training and abilities are recruited.
3. Non-English speaking and intercultural ministries are treated as partners in ministry.
 - a. Cultures, history, and present contexts are respected.
 - b. Ministry personnel with appropriate training and abilities are recruited.
4. Children, youth and young adults will be engaged in intentional faith development.
 - a. Programs are high quality, Christ centered, and inclusive of a wide diversity of Christian theologies.
 - b. Investment in appropriate skill development.
5. Region Camps will be mission-oriented, of high quality, well maintained, and sustainable.
 - a. Programs are high quality, Christ centered, and inclusive of a wide diversity of Christian theologies.
6. Justice-oriented ministries and networks will be supported and developed in accordance with the strategic priorities of the Region.
7. There is an inclusive environment for safe participation.
 - a. Particular attention will be given to needs related to race, culture, identity, orientation, health, ability, and age.
 - b. An Affirming Ministry Action Plan will be developed and reviewed regularly in consultation with people who are part of the LGBTQ2SIA+ community.
8. Cost of participation will be equitable.
 - a. Barriers are eliminated.
 - b. Rural and vulnerable communities will not bear disproportionate financial cost of full participation.

E. Cost

The cost of achieving these Ends is not to exceed to resources available to the Region.

1. The cost to Communities of Faith for supporting the operation of the Region will be 10% of the General Council’s Community of Faith assessment;
2. Costs of special programs and training will be borne by participants at a rate comparable to, or lower than, rates charged by similar organizations.

Pacific Mountain Regional Council

The United Church of Canada

Ends – Summary Form

Policy Type: Ends

Adoption Date: March 2020

Modification Date:

Review Date:

Ministries of Pacific Mountain Regional Council are effective in fulfilling their call and mission at a cost not to exceed the resources available to the Region.

A. Communities of Faith

Communities of Faith are effective in fulfilling their call and mission.

B. Leadership

To effectively meet the demands of a changing church and world, the Region has leaders, both ministry personnel and lay, who are supported, connected, and engaged.

C. Other Recognized Ministries

Ministries, other than Communities of Faith, that are recognized and in relationship with the Region are supervised and supported at levels appropriate to each.

D. Covenantal Ministries

The diverse covenanted ministries of the Region will receive oversight and support in ways that hold them accountable, while also encouraging partnership and full participation in the life of the church and Region.

E. Cost

The cost of achieving these Ends is not to exceed to resources available to the Region.

Pacific Mountain Regional Council

The United Church of Canada

Vision – Healthy Communities of Faith & Ministries

Policy Type: Ends

Adoption Date: March 2020

Modification Date:

Review Date:

The vision of Pacific Mountain Regional Council Executive regarding “Healthy Communities of Faith and Ministries” is:

Mission that:

- is clear and articulated
- is rooted in United Church of Canada heritage;
- is part of the global body of Christ

Worship and Spirituality that:

- is rooted in scripture, tradition, and our lived experience;
- builds up the body of Christ;
- is inspired and inspiring;
- nurtures personal and corporate spiritual growth

Leadership that:

- is gifted and led by the Spirit
- is fittingly trained and equipped;
- has a clear, shared mission and vision;
- is empowered by and empowering of the Community of Faith
- is able to recognize and respond to conflict

Evangelism that:

- is grounded in the gospel story, appropriated in a deep, life-giving faith
- is shared and spoken with the spirit of enthusiasm and love
- is the outpouring of a joyful life

Fellowship that:

- deepens relationships as brothers and sisters in Christ
 - is deeply joyful even when sharing sorrow
- is caring, safe and respectful
- reconciles conflict and hurts
- is welcoming of all ages and cultures

Vision - Healthy Communities of Faith (Page 2)

Discipleship that:

- calls every person into the faithful service of Jesus;
- honours and builds up the individual gifts of all;
- is grounded in the Christian story and responsive to the world
- calls out sacrificial giving
 - money
 - time
 - talents

Outreach and Service that:

- embodies the love and communion of Christ both locally and globally
- responds sacrificially to the needs of the world from a sense of gratitude
- initiates action in a timely manner

Organizational Structures that:

- embody the vision, purpose and goals of the Community of Faith
- are accessible to all
 - transparent decision-making
 - transparent communication
- are functional and efficient
 - recognize and respond well to conflict

Pacific Mountain Regional Council

The United Church of Canada

Vision – Effective Leadership

Policy Type: Ends

Adoption Date: March 2020

Modification Date:

Review Date:

The vision of Pacific Mountain Regional Council Executive regarding “Effective Leadership” is:

A church

- that passionately proclaims the gospel;
- that is rooted in the biblical narrative;
- that is being transformed/converted by the good news;
- that is in service to Jesus Christ;
- that dares to risk speaking the truth in love;
- whose way of life bears witness to their faith;
- who have spiritual gifts;
- that includes those who are called, set apart and equipped;
- with knowledge and understanding of United Church polity, history and ethos.

This leadership:

- leads people into life within the biblical story;
- leads the community more deeply into its covenanted relationship with God;
- leads by building up the community, Body of Christ, Church, and the people of God;
- leads in ways appropriate to the cultural context;
- helps the community embrace change and discover and achieve goals;
- is both challenged and supported within the structures of the Region.

Pacific Mountain Regional Council

The United Church of Canada

Vision – Faithful Public Witness

Policy Type: Ends

Adoption Date: March 2020

Modification Date:

Review Date:

The vision of Pacific Mountain Regional Council Executive regarding “Faithful Public Witness” is:

A church that courageously bear witness to God’s call of abundant life for all:

- grounded in scripture and theology;
- grounded in prayer and spiritual disciplines;
- empowered and able to act;
- well-informed about the major social and cultural issues facing the church and world;
- coalition-based in its advocacy work.

In bearing Faithful Public Witness, we shall:

- act with integrity;
- respect diversity;
- collaborate with others in the church and community;
- be pro-active;
- be prophetic.

Pacific Mountain Regional Council

The United Church of Canada

Executive Minister Relationship

Policy Type: Regional Council Executive – Staff
Relationship

Adoption Date: March 2020
Modification Date:
Review Date:

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

1. The Executive Minister is authorized to establish further policies, take actions and develop activities which are faithful to the Regional Council Executive Ends policies, except those that properly belong to Pacific Mountain Regional Council or its Executive as provided by 6.3 of the Basis of Union, and Sections C.2 and others of *The Manual*, and other policies of the United Church of Canada, or are withheld by the Executive Minister Limitations policies as reasonably interpreted by the Executive Minister.
2. The Executive Minister shall be directed by the Regional Council Executive only through written policies which describe the Ends to be achieved and the Executive Minister Limitations to actions.
 - a. Decisions or instructions of individual Regional Council Executive members, officials or committees are not binding on the Executive Minister except when explicitly authorized by the Regional Council Executive.
3. The Executive Minister shall be responsible for:
 - a. carrying out the policies of the Regional Council Executive;
 - b. reporting on compliance with Regional Council Executive policies;
 - c. providing resources and information for Regional Council Executive decision making;
 - d. ensuring the requirements of *The Manual* and published General Council policies are followed.
4. The Executive Minister shall be appointed, supervised and released following General Council personnel policies. Salary and benefits shall follow General Council policies.
5. All authority and accountability of staff, as far as the Regional Council Executive is concerned, is considered the authority and accountability of the Executive Minister.
 - a. All Region staff are accountable to the Executive Minister and report directly or indirectly to the Executive Minister.
 - b. Region staff, with the exception of the Executive Minister, are not accountable to the Regional Council Executive or its committees.
 - c. The Regional Council Executive or its committees will not assign work to persons who report directly or indirectly to the Executive Minister.
 - d. The Regional Council Executive or its committees will not hire, release, supervise or evaluate any Region staff other than the Executive Minister.

Pacific Mountain Regional Council

The United Church of Canada

Monitoring Executive Minister Performance

Policy Type: Regional Council Executive – Staff
Relationship
Adoption Date: March 2020
Modification Date:
Review Date:

The organizational achievement of “Ends” policies and the adherence to “Executive Limitation” policies constitute the sole grounds for Regional Council Executive’s monitoring of the Executive Minister.

1. Monitoring is simply to determine the degree to which Regional Council Executive policies are being met. Data that does not do this will not be considered to be monitoring data.
2. The Regional Council Executive will acquire monitoring data by one or more of three methods:
 - i. by internal report, by which the Executive Minister discloses compliance information to the Regional Council Executive;
 - ii. by external report, in which an external third party selected by the Regional Council Executive assesses compliance with the Regional Council Executive policies; and
 - iii. by direct Regional Council Executive inspection, in which a designated member or members of the Regional Council Executive assesses compliance with the Regional Council Executive policies.
3. In every case, the standard for compliance shall be any reasonable Executive Minister interpretation of the policy being monitored.
4. All policies that instruct the Executive Minister will be monitored regularly and rigorously, at a frequency and by a method chosen by the Regional Council Executive. Any policy can be monitored at any time by any method, but ordinarily a routine schedule will be followed.

**Pacific Mountain
Regional Council**
The United Church of Canada

**Executive Minister Monitoring
Schedule**

Policy Type: Regional Council Executive – Staff
Relationship
Adoption Date: March 2020
Modification Date:
Review Date:

At each regular meeting the Executive Minister will present a report detailing compliance to each Ends policy and to scheduled Executive Limitation policies.

1. Monitoring of policies shall take place over a three-year cycle.
 - a. Each policy shall be monitored at least once in each three-year cycle.
 - b. All policies shall be monitored externally at least once in each three year cycle.
 - c. Each year in the cycle shall correspond to the liturgical year of the revised common lectionary.
 - d. Year A began in 2002.

Policy Monitoring Schedule

Policy	Method	Frequency
All Ends and Executive Minister Limitation Policies	external	Year C, Spring
All Ends Policies	internal	each meeting
Executive Minister Limitation Policies:		
• General Constraint	internal	Year A, B, C Fall
• Personnel	internal	Year A, B, C Fall
• Treatment of Beneficiaries	internal	Year B Spring
• Emergency Succession	internal	each Spring
• Communication and Support to Regional Council Executive	direct	Year B Fall
• Budgeting	internal	Year A, B, C Fall
• Financial Condition	internal	each meeting
• Financial Condition	external (audit)	Year A, B, C Spring
• Protection of Assets	internal	Year A, B, C Fall
• Grants and Loans	internal	Year B Fall

EXECUTIVE-STAFF RELATIONSHIP

POLICY 2.3

• Bequests & Unsolicited Donations	internal	Year C Fall
• Vendor Relations	internal	Year B Spring
• Investments	internal	Year C Fall

Pacific Mountain Regional Council

The United Church of Canada

General Executive Minister Constraint

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review Date:

The Executive Minister shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted church, business and professional ethics.

1. No decisions shall be taken which properly belong to Pacific Mountain Regional Council or its Executive as provided by 6.3 of the Basis of Union and Sections C.2 and others of *The Manual*, and other policies of the United Church of Canada.
2. Dealings with staff and volunteers shall not be inhumane, unsafe, unfair or disrespectful.
3. Budgeting shall not deviate significantly from Regional Council Executive “Ends” priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight.
4. Actual financial conditions at any time shall not incur fiscal jeopardy or compromise Regional Council Executive “Ends” priorities.
5. Assets may not be unprotected, inadequately maintained or unnecessarily risked.
6. There shall be no conflict of interest in awarding purchases, contracts or in making other decisions.
7. Information and advice to the Regional Council Executive will have no significant gaps in either timeliness, completeness or accuracy.

Pacific Mountain Regional Council

The United Church of Canada

Personnel

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review Date:

Dealings with staff and volunteers shall not be inhumane, unsafe, unfair or disrespectful.

Accordingly, the Executive Minister shall not:

1. Allow any employment practice which is unethical, imprudent or unlawful.
 - a. contravene the Employment Standards Act or the Labour Relations code of the Province of BC.
 - b. violate the Human Relations Policies of The United Church of Canada.
 - c. allow nepotism or unreasonable preferential treatment for other personal reasons influence hiring or the awarding of contracts.
 - d. enter into an employment agreement without a written, signed contract describing the conditions of employment.
 - e. fail to establish written job descriptions for each staff member.
 - f. fail to establish and make known to staff written personnel policies and procedures that are equitable, humane, and collegial.
 - g. fail to establish and make known a grievance procedure for staff which addresses their concerns regarding working conditions or treatment, policies, procedures or disciplinary actions in a timely and fair fashion.
 - h. neglect regular (every two years) written and verbal performance reviews with personnel.
2. Promise or imply permanent or guaranteed employment without limit.
3. Allow compensation and benefits for staff to deviate from the salary and benefits guidelines of The United Church of Canada.
4. Allow compensation and benefits for contract staff to deviate significantly from the geographic and/or professional market for the skills employed.
5. Create compensation obligations over a longer term than revenues can be safely projected.

Pacific Mountain Regional Council

The United Church of Canada

Treatment Of Beneficiaries

Policy Type: Executive Minister Limitations

Adoption Date: March 2020

Modification Date:

Review Date:

With respect to the beneficiaries of the work of Pacific Mountain Regional Council, the Executive Minister shall not allow any conditions, procedures, or decisions that are unsafe, disrespectful, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the Executive Minister shall not:

1. Fail to comply with privacy and personal information protection laws of the federal and provincial governments.
2. Gather personal information for which there is no clear necessity.
3. Use methods of collecting, reviewing, transmitting, or storing personal information that fails to protect against improper access to the material elicited.
4. Disclose personal information without the consent of those persons to organizations or persons outside of The United Church of Canada except when mandated to do so by law.
5. Fail to establish a clear understanding of what products and services might be available and what might not be available from Pacific Mountain Regional Council.

Pacific Mountain Regional Council

The United Church of Canada

Emergency Succession

Policy Type: Executive Minister Limitations

Adoption Date: March 2020

Modification Date:

Review Date:

In order to ensure consistent service in the event of the sudden loss of Executive Minister services, the Executive Minister shall not fail to have a written emergency succession plan in place.

1. This plan must have no fewer than two other staff familiar with Regional Council Executive and Executive Minister issues and processes.
2. This plan must also identify two people who are able to exercise Executive Minister responsibilities.

Pacific Mountain Regional Council

The United Church of Canada

Communication and Support to the Regional Council Executive

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review:

The Executive Minister shall not permit the Regional Council Executive to be uninformed or unsupported in its work.

Accordingly, the Executive Minister shall not:

1. Permit information and advice to the Regional Council Executive to have significant gaps in timeliness, completeness or accuracy.
 - a. Let the Regional Council Executive be unaware of relevant trends, significant national policy changes, anticipated adverse media coverage, or significant changes among the ownership or beneficiaries, particularly changes in the assumptions upon which any Regional Council Executive policy has previously been established.
 - b. Fail to marshal for the Regional Council Executive as many staff and external points of view, issues and options as needed for fully informed Regional Council Executive decisions.
 - c. Neglect to submit monitoring data required by the Regional Council Executive in a timely, accurate, and understandable fashion, directly addressing provisions of Regional Council Executive policies being monitored.
 - d. Present information in unnecessarily complex or lengthy form.
2. Fail to advise the Regional Council Executive if, in the opinion of the Executive Minister, the Regional Council Executive is not in compliance with its own policies.
3. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Regional Council Executive.
4. Fail to supply for the Regional Council Executive's agenda any item required by law or *The Manual* to be approved by the Regional Council Executive.
5. Fail to report all received correspondence directly addressed to the Regional Council Executive or its officers; or fail to present for consideration any correspondence on matters falling within the job description of the Regional Council Executive.
6. Fail to include the Regional Council Executive in any news release mailing.
7. Fail to provide adequate financial and personnel resources for the work of the Regional Council Executive, its officers and committees.

Pacific Mountain Regional Council

The United Church of Canada

Budgeting

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review:

Budgeting shall not deviate significantly from Regional Council Executive “Ends” priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight.

1. The Executive Minister shall not fail to present to the Regional Council Executive a viable operating budget for the next fiscal year by the Fall meeting of the Executive.
2. The budget format shall not deviate from generally accepted accounting principles and practices.
3. Budgets shall reflect a commitment to the long-range sustainability of the work of Region.
4. Budgets will neither jeopardize nor be inconsistent with the Region’s mission, long-term goals and strategies.
5. Revenues and expenditures are not to be budgeted without reference to past experience and to realistic projections.
6. No budget shall be presented where expenditures are greater than a combination of revenue and other funds available for operating purposes.
7. Restricted funds will not be used for purposes other than those specified by the funds’ terms of reference.
8. Budgets will not transfer revenues or expenditures from other funds if the terms of the funds disallow such transfers.
9. Information to the Regional Council Executive shall not lack sufficient detail to enable the Regional Council Executive to assess the viability of the budget, nor will it exclude an articulated list of planning assumptions.

Pacific Mountain Regional Council

The United Church of Canada

Financial Condition

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review:

Actual financial conditions at any time shall not incur fiscal jeopardy or compromise Regional Council Executive “Ends” priorities.

Accordingly the Executive Minister will not:

1. Allow funds to unduly accumulate without being used for the purposes for which they were established.
2. Borrow money for the operations of Pacific Mountain Regional Council.
3. Fail to pay all liabilities for payroll, suppliers, and taxes as due.
4. Allow expenditures to deviate significantly from the approved operating budget or from the priorities established by the Regional Council Executive.

Pacific Mountain Regional Council

The United Church of Canada

Bequests and Unsolicited Donations

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review:

No bequest or unsolicited donation shall be refused except those whose source and/or terms of use jeopardizes the mission, reputation, or tax status of the Region.

1. Donations shall not be received directly from lottery funds.
2. No bequest or unsolicited donation shall be received whose terms are not in alignment with the Region mission without having the terms broadened or refocused in a Region mission area.
3. No bequest or unsolicited donation shall be accepted if the perceived costs of receiving and administering that gift exceeds the benefit of the gift.
4. Authority for designating bequests and unsolicited donations that are undesignated:
 - \$1 – 25,000 Executive Minister
 - \$25,001 – 250,000 Executive Minister upon the recommendation of the Finance Council
 - \$250,001 + Regional Council Executive upon the recommendation of the Executive Minister

Pacific Mountain Regional Council

The United Church of Canada

Protection Of Assets

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review:

All assets of Pacific Mountain Regional Council including but not limited to property, equipment, leasehold improvements, monetary or intellectual property, may not be inadequately maintained or unnecessarily put at risk.

Accordingly, the Executive Minister shall not:

1. Fail to insure assets against loss by fire and theft less than 100% of replacement cost.
2. Place any bank account with an institution which is not insured by the Canadian Deposit Insurance Corporation or Credit Union Deposit Insurance Corporation of British Columbia.
3. Invest or hold capital in insecure instruments.
4. Exclude any asset from a register of assets.
5. Fail to replace equipment on a cycle recognizing useful life and any important technological changes.
6. Fail to maintain or refurbish or replace leasehold improvements or furniture to maintain reasonable standards.
7. Fail to respect environmental issues when purchasing, replacing or disposing of assets.
8. Receive, process or disburse funds under controls which are insufficient to meet the Regional Council Executive-appointed auditor's standards.
9. Jeopardize the intellectual property, information and files through loss, theft, significant damage or unauthorized duplication.
10. Jeopardize the charitable tax receipt status of the Region by issuing charitable tax receipts for organizations other than those directly related to The United Church of Canada.
11. Purchase, encumber or dispose of real property except that held by the Property Development Council and then only following the terms and procedures of the Property Development Council.
12. Fail to notify Property Development Council members at the earliest stage of any negotiations regarding real property disposition or acquisition.
13. Unnecessarily expose the Region, its Executive or staff to claims of liability.
14. Endanger the Region's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

Pacific Mountain Regional Council

The United Church of Canada

Grants And Loans

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review Date:

The Executive Minister may not enter into any grant or loan arrangement that fails to emphasize primarily the Ends adopted by the Regional Council Executive.

Accordingly, the Executive Minister shall not:

1. Fail to adequately inform potential applicants of the Ends to be achieved.
2. Fail to assess and consider an applicant's capacity to produce appropriately targeted, effective results.
3. Fail to annually assess the effectiveness of grant and loan policies against the accomplishment of Regional Council Executive ends.

Grants

No grants will be given except those mandated by Administered Funds.

1. Administered Funds will not fail to be recorded in the chart of accounts;
2. Administered Funds will not be without clear terms of reference;
3. Grants from Administered Funds will not deviate from the purpose and procedures outlined in the terms of reference of the appropriate Fund.

Loans

The Executive Minister will not make loans except for short term bridge financing with assured repayment.

Pacific Mountain Regional Council

The United Church of Canada

Investments

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review Date:

The Executive Minister will not allow the investment of Region funds in any non-productive or insecure instruments or in a manner that does not meet the “prudent investor” standard.

1. No investments will be made that:
 - a. are not marketable;
 - b. fail to maximize the rate of return based on prudent judgment and subject to other provisions of this policy;
 - c. do not take into consideration the impact of inflation;
 - d. do not achieve a prudent level of diversification with respect to asset classes, market sectors, and term of interest bearing securities;
 - e. are incongruent in all available asset classes with a socially responsible approach to investing, ie. have not been subject to an environmental, social and governance (ESG) evaluation such as provided by Sustainalytics;
 - f. do not anticipate enough liquidity to assure the daily cash requirements of the Region;
 - g. fail to consider acceptable levels of fluctuation in the investment portfolio.
 - h. have a risk profile that is greater than normally accepted government and other public investment portfolios.

2. The Executive Minister shall not fail to have an investment policy, reviewed regularly, that outlines the purpose, performance objectives, level of risk, and asset allocation range of the investment portfolio.

Pacific Mountain Regional Council

The United Church of Canada

Vendor Relations

Policy Type: Executive Minister Limitations
Adoption Date: March 2020
Modification Date:
Review Date:

The values of Pacific Mountain Regional Council are reflected in its vendor activities. Pacific Mountain Regional Council also wishes to operate at the lowest possible cost with the best value in its purchases. Accordingly,

1. The Executive Minister shall not deal with any vendor who clearly contradicts the values and ends of Pacific Mountain Regional Council or the United Church of Canada.
2. In relations with vendors who are not excluded by the above, the Executive Minister shall not:
 - a. make any purchase from a vendor which does not represent best value.
 - b. treat any vendor in an unfair or inequitable manner, nor give any preference based on any criteria other than the delivery of best value.
 - c. violate the terms of the purchase or contract agreement.

**Pacific Mountain
Regional Council**
The United Church of Canada

Sacraments - Laity

Policy Type: Executive Minister Limitation
Adoption Date: ?? 2020
Modification Date:
Review Date:

The Executive Minister shall not issue a license for sacraments that contravenes the polity and processes of The United Church of Canada, nor the policies set by The Pacific Mountain Regional Council Executive.

1. The Executive Minister shall not issue a license to someone who is not a full-member in good standing within The United Church of Canada.
2. The Executive Minister shall not license more than one lay person per Community of Faith.
3. The Executive Ministry shall not license a Sacramental Elder unless:
 - a. The proposed Sacramental Elder has successfully completed the Sacramental Elder Training with an approved mentor or supervisor.
 - b. A trained Community of Faith Supervisor has been appointed.
 - c. In successive years, the re-evaluation process has been completed.
4. The Executive Minister shall terminate a license for a Sacramental Elder upon the appointment or call of Ministry Personnel.
5. The Executive Minister shall not issue a license to a Designated Lay Minister (recognized or not) nor someone appointed as Candidate Supply unless:
 - a. The person has completed the appropriate United Church of Canada program of education (The Theology and Practice of the Sacraments in The United Church of Canada).
 - b. The application requesting the license has been submitted by the governing body of a Community of Faith, including a copy of the minuted motion.
 - c. The appropriate Regional Minister approves the request.
 - d. Any license issued will expire if the person is no longer a full-member of a Community of Faith within the Pacific Mountain Regional Council or when their appointment ends.
6. The Executive Minister shall not issue a license to a Designated Lay Minister (Recognized or un-Recognized) unless they are in an approved appointment.
7. The Executive Minister shall not issue a license to retired Designated Lay Ministers unless they are in an appointment.

Pacific Mountain Regional Council

The United Church of Canada

Authorization to Solemnize Marriage

Policy Type: Executive Minister Limitation
Adoption Date: ?? 2020
Modification Date:
Review Date:

The Executive Minister shall not request a license for the authorization to solemnize marriage from the British Columbia Provincial Government for any individual that contravenes the polity and processes of The United Church of Canada, nor the policies set by The Pacific Mountain Regional Council Executive.

1. The Executive Minister shall not issue a license to someone who is not a full-member in good standing within The United Church of Canada.
2. The Executive Minister shall not license more than one lay person per community of faith.
3. The Executive Minister shall not request a license to solemnize marriage unless:
 - a. Ministry Personnel are willing to comply with the Community of Faith's policies regarding marriage.
 - b. The proposed Diaconal, Ordained, Designated Lay, Student Supply, Retired Supply, or Ordained/Diaconal Supply Minister is in good standing with the Office of Vocation of The United Church of Canada.
 - c. Designated Lay Ministers or Candidate Supply must be in an appointment with an appointed Community of Faith supervisor.
 - i. having completed an appropriate United Church of Canada program of education related to the solemnization of marriage
 - ii. they remain a full-member of a Community of Faith within Pacific Mountain Region
 - d. Retired Ministry Personnel are in active close affiliation with a Community of Faith.
 - e. Ministry Personnel from outside the Province of British Columbia have a written agreement with a Community of Faith within the Pacific Mountain Region for the use of their provincial marriage register.
 - f. The proposed lay person provides a letter of support from their Community of Faith's governing body and the appointed/called ministry personnel or Community of Faith supervisor.
 - g. A trained Community of Faith Supervisor has been appointed (when there is no called/settled ministry personnel).
 - h. The appropriate Regional Minister is informed of the application.

4. The Executive Minister shall terminate a license to solemnize marriage within the Province of British Columbia:
 - a. Effective the date of termination of a call, appointment, or disciplinary action.
 - b. 7 calendar days following the proposed date of marriage for special license requested by Ministry Personnel outside the Pacific Mountain Region.

5. The Executive Minister shall not issue a license to retired Designated Lay Ministers unless they are in an appointment. If they are not in an appointment any application will be treated as a “Lay Marriage Officiant” and not as Ministry Personnel.

Pacific Mountain Regional Council

The United Church of Canada

Community of Faith Supervision

Policy Type: Executive Minister Limitation
Adoption Date: ?? 2020

The Executive Minister shall not appoint a Community of Faith Supervisor that contravenes the polity and processes of The United Church of Canada, nor the policies set by The Pacific Mountain Regional Council Executive.

1. The Executive Minister shall not appoint someone who is:
 - a. not a full-member in good standing within The United Church of Canada.
 - b. not an appropriately trained supervisor within The United Church of Canada as determined by the Region.
 - c. a full-member of the Community of Faith being supervised.
 - d. in a real conflict of interest or exhibits a clear perception of bias involving the Community of Faith being supervised.
2. The Executive Minister shall not normally appoint more than one Community of Faith Supervisor to any particular community.
3. The Executive Minister shall not allow any Community of Faith being supervised, after 4 months of supervision, to compensate the appointed supervisor less than:
 - a. the amount determined as appropriate as set by the Pastoral Relations Council.
 - b. the General Council travel rate for actual millage travelled; with the expectation that both video and audio conference calls may be utilized whenever possible and appropriate.
 - c. the General Council rate for incidentals, including meals.
4. Supervision fees are to be collected from the Community of Faith being supervised and remitted either:
 - a. to the Community of Faith of the Supervisor in the case of ministry personnel who are in full-time calls or appointments; or
 - b. to the individual supervisor in the case of ministry personnel who are not in full-time calls or appointments or in the case of a lay supervisor (regardless of employment status).
5. The Executive Minister shall not permit more than 12 months to lapse, or a period of supervision to end, without receiving a written report from the Supervisor regarding the state of the Community of Faith being supervised.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Accountability

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review:

The church is Christ's. When we are listening to one another, we are listening for Christ.

1. Those to whom the Pacific Mountain Regional Council Executive is accountable are:
 - a. God, as revealed through Jesus Christ, made known by the Spirit who calls and directs us;
 - b. The General Meeting of Pacific Mountain Regional Council that empowers us and embodies the ministries, Communities of Faith and presbyteries of Pacific Mountain Regional Council;
 - c. The General Council that has oversight of the Region as part of The United Church of Canada.
2. The Executive will schedule time regularly on its meeting agenda to *listen* to the ownership.
 - a. It will worship together at each meeting.
 - b. It will use other traditional and innovative means to listen to the voice of God as revealed in Jesus Christ (e.g. Bible study, prayer, engagement with the tradition and history)
 - c. It will seek traditional and innovative means to listen for the voice of Wisdom.
 - d. It will identify groups and individuals within the ownership and without through whom the voice of Christ may be heard, and arrange appropriate methods to hear those voices.
3. The Executive will be *accountable* to the ownership.
 - a. It will report to the General Meeting of Pacific Mountain Regional Council, following all the appropriate requirements of *The Manual*.
 - b. It will regularly inform the Communities of Faith and ministries of The United Church of Canada within the bounds of Pacific Mountain Regional Council of its work through formal channels and informal communications;
 - c. It will conduct itself in accordance with the Basis of Union, *The Manual* and the polity and policies of The United Church of Canada

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Job Description

Policy Type: Governance Process

Adoption Date: March 2020

Modification Date:

Review Date:

The job of the Regional Council Executive is to represent the ownership in determining, monitoring and ensuring appropriate organizational performance.

Accordingly,

1. The Regional Council Executive will actively be the link between the organization and the ownership.
2. The Regional Council Executive will produce written governing policies that, at the broadest levels, address each category of organizational decision.
 - a. Ends: names the organizational products, effects, benefits, and outcomes; names the beneficiaries; establishes the relative worth of these products (“what good for whom at what cost”).
 - b. Executive – Staff Relationship: how power is delegated to the Executive Minister and its proper use monitored; the Executive Minister role, authority, and accountability.
 - c. Executive Minister Limitations: places constraints on the authority of the Executive Minister, establishing the boundaries within which all activities and decisions must take place.
 - d. Governance Process: specification of how the Regional Council Executive conceives, carries out and monitors its own task.
3. The Regional Council Executive will produce assurance of Executive Minister performance against Ends and Executive Minister Limitations policies.

Pacific Mountain Regional Council

The United Church of Canada

Principles for Regional Council Executive Committees

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

Regional Council Executive committees (as distinguished from committees formed under the accountability of the Executive Minister), when used, will be assigned so as to reinforce the wholeness of the Regional Council Executive's job and so as never to interfere with the delegated authority of the Executive Minister.

Accordingly,

1. Regional Council Executive committees are to help the Regional Council Executive do its job and reach its decisions. Committees ordinarily will assist the Regional Council Executive by researching and preparing policy alternatives and implications for Regional Council Executive deliberation and action.
2. Regional Council Executive committees rarely will make decisions on behalf of the Regional Council Executive. They shall do so only when authorized to do so by being established as Commissions (*The Manual C.3.3*).
3. Regional Council Executive committees will normally be for specific, time-limited purposes.
4. No Regional Council Executive committee can exercise authority over the Executive Minister. No Regional Council Executive committee will assist, advise or oversee staff.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Resources For Governance

Policy Type: Governance Process

Adoption Date: March 2020

Modification Date:

Review Date:

The Regional Council Executive will invest in its governance capacity in order to ensure that it has members with the skills to govern with excellence.

Accordingly,

1. Financial constraints shall not be determinative in selecting Regional Council Executive members.
2. Governance skills, methods and supports will be sufficient to assure governance with excellence.
 - a. Financial resources will be budgeted to ensure adequate meeting time is available to govern with excellence.
 - b. Training will be used liberally to orient new Regional Council Executive members, as well as to maintain and increase existing member skills and understandings.
 - c. Outside monitoring assistance will be arranged so that the Regional Council Executive can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
 - d. Resources will be used as needed to ensure the Regional Council Executive's ability to listen to owner viewpoints and values.
3. Costs will be prudently incurred but not at the expense of endangering the development and maintenance of superior governance.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Agenda Development

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

To accomplish its governance role in a manner that is consistent with Regional Council Executive policies, the Regional Council Executive will follow an agenda that

1. completes re-exploration of Ends policies annually and
2. continually improves Regional Council Executive performance through education and enriched input and deliberation.

Accordingly,

1. A multi-year agenda cycle will be developed and followed on a regular basis.
2. The cycle will start with the Regional Council Executive's development of its agenda for the coming cycle.
 - a. Consultation with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged at the first meeting, to be carried out throughout the balance of the cycle.
 - b. Education related to Ends determination will be arranged at the first meeting, to be carried out throughout the balance of the cycle.
 - c. Monitoring of the policies instructing the Executive Minister shall be done according to the schedule adopted under the "Monitoring Executive Minister Performance" policy.
 - d. Training in governance will be a part of the agenda of every regular Regional Council Executive meeting.
3. Throughout the cycle the Regional Council Executive will attend to consent agenda items as expeditiously as possible.
4. The Executive will have and keep current a printed procedure on the handling of all received correspondence that ensures all correspondents are heard in a timely and appropriate manner and that the Executive has adequate time to consider the matters raised.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Members' Code Of Conduct

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

The Regional Council Executive commits itself and its members to ethical, respectful and lawful conduct, including proper use of authority and appropriate decorum when acting as Regional Council Executive members.

Accordingly,

1. Members shall represent unconflicted loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to other church courts, advocacy or interest groups, or membership on other boards or staffs. It also supersedes the personal interest of any member acting as a beneficiary of the Region's services.
2. Members must avoid conflict of interest.
 - a. There must be no self-dealing or any conduct of private or personal services between any Regional Council Executive member and the Region except as procedurally controlled to assure openness, competitive opportunity, and equal access to information.
 - b. When the Regional Council Executive is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from both the deliberation and the vote.
 - c. Members shall not use their positions to obtain employment with the Region for themselves, family members, or close associates. People in a permanent Region staff position shall not serve on the Executive. Persons elected to the Executive who subsequently are employed as permanent staff may complete their term with the concurrence of the electing body.
3. Members will respect the confidentiality appropriate to issues of a sensitive nature.
4. Members will resolve interpersonal conflict in a manner that is respectful, collegial, and Biblical (the Creative Conflict Practices document offers best practices).

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Governing Style

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

The Regional Council Executive will govern with an emphasis on

1. outward vision rather than internal preoccupation,
2. encouragement of diversity in viewpoints,
3. strategic leadership more than administrative detail,
4. clear distinction of Regional Council Executive and staff roles,
5. future rather than past or present, and
6. pro-activity rather than reactivity.

Accordingly,

1. The Regional Council Executive as a group will assume responsibility for excellence in governance, and will not allow staff, Region officers, other church bodies, societal trends, or any other external causes to be an excuse for poor governance.
2. The Regional Council Executive will maintain its major focus on the intended long-term effects among the beneficiaries of the Region's work, not on the administrative or programmatic means of attaining those effects.
3. The Regional Council Executive will direct, oversee and inspire the work of the Region by establishing written policies expressing the ends to be achieved and the means to be avoided. These policies will reflect values and priorities discerned by listening to those to whom the Regional Council Executive holds itself accountable as outlined in the Governance Process Policy: Regional Council Executive Accountability.
4. The Regional Council Executive will cultivate a sense of group responsibility where the gifts and expertise of individuals enhance the ability of the Regional Council Executive as a body to govern with excellence.
5. The Regional Council Executive will exercise whatever discipline is needed to govern with excellence. Emphasis will be placed upon continual educational development, including new member orientation and self-monitoring of the governance process.

Pacific Mountain Regional Council

The United Church of Canada

Region President's Role

Policy Type: Governance Process
Adoption Date: November 17, 2001
Modification Date: Nov/02
Review Date: Nov/04; Nov/07; Nov/10

The President of the Region is elected by the General Meeting of Pacific Mountain Regional Council to act as Servant-Leader, to provide spiritual and pastoral leadership, to ensure the integrity of the Regional Council Executive's process, and to represent the Region to other partners and outside parties.

1. The duties of President are:
 - a. To perform the duties of Leading Elder or Presiding Officer as described in *The Manual* C.2.12.b and C.3.2
 - b. The President constitutes meetings of the Region; presides, preserves order, takes votes and announces decisions, and otherwise directs the business of the Region.
 - c. The President serves as Ex-officio member of all Region Committees, Councils, and working groups, presides at the Celebration of Ministry, presides at communion at the meetings of the Region and its Executive and performs other duties assigned by the Region or the General Council.
2. The President chairs the Regional Council General Meeting and Regional Council Executive meetings, keeping deliberations fair, open and thorough but also orderly and timely.
 - a. The President plans and proposes Executive meeting agenda in consultation with the Executive Minister, and General Meeting agenda with the Planning Committee.
 - b. The President may bring in resource persons to facilitate various aspects of the agenda.
 - c. The President is responsible for planning and implementing regular Executive evaluation.
 - d. The President ensures that the Regional Council Executive acts consistently with its own values and policies and those requirements legitimately imposed upon it from outside the Region.
3. The President makes decisions that fall within the topics covered by the Regional Council Executive policies on Governance Process and Regional Council Executive-Staff Relationships, except where the Regional Council Executive specifically delegates portions of this authority to others, using any reasonable interpretation of the provisions in these policies.
 - a. The President does not supervise or direct the Executive Minister or vice versa.
4. The President represents the Region to partners and outside parties in announcing Regional Council Executive positions and in interpreting the work of Pacific Mountain Regional Council. The President may delegate this authority but remains accountable for its use

Pacific Mountain Regional Council

The United Church of Canada

Region President-Elect Role

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

The role of the President-Elect is primarily to learn by participating in Regional Council Executive meetings, planning and leading the “Listening to the Owners” segment of meetings, and through consultation with the current president.

The President-Elect:

1. will become knowledgeable with the policy governance model of Pacific Mountain Regional Council;
2. will be responsible for “Listening to the Owners” planning and leadership for each regular meeting of the Regional Council Executive;
3. may be asked to assume responsibilities as appropriate;
4. shall succeed to the office to complete the unexpired term of the predecessor, and then continue in office in the succeeding term.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Policy Review Schedule

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

All Executive policies shall be reviewed on a regular basis.

1. The goal of a review is not monitoring (ensuring the policy is being carried out) but to ensure that the policy adequately addresses the area of concern and clearly represents the current mind of the Executive.
2. A policy can be reviewed at any time by vote of the Regional Council Executive but will usually follow a predetermined cycle.
3. All policies shall be reviewed at least once over a three-year cycle.
 - a. All policies shall be reviewed externally at least once in each three year cycle.
 - b. Each year in the cycle shall correspond to the liturgical year of the revised common lectionary.

(continued)

Policy Review Schedule

Policy	Frequency
All Ends and Executive Minister Limitation Policies (External)	Year C Spring
Ends Policies:	
<ul style="list-style-type: none"> • Mission Statement 	Year A Fall
<ul style="list-style-type: none"> • Vision Statements 	Year A Fall
<ul style="list-style-type: none"> • Practices Statement 	Year A Fall
<ul style="list-style-type: none"> • Priorities 	Year A, B, C Fall
Executive Minister Limitation Policies:	
<ul style="list-style-type: none"> • General Executive Minister Constraint 	Year A Spring
<ul style="list-style-type: none"> • Personnel 	Year A Spring
<ul style="list-style-type: none"> • Treatment of Beneficiaries 	Year C Spring
<ul style="list-style-type: none"> • Emergency Succession 	each Spring
<ul style="list-style-type: none"> • Communication and Support to Regional Council Executive 	Year C Spring
<ul style="list-style-type: none"> • Budgeting 	Year B Spring
<ul style="list-style-type: none"> • Financial Condition 	Year B Spring
<ul style="list-style-type: none"> • Bequests and Unsolicited Donations 	Year B Spring
<ul style="list-style-type: none"> • Protection of Assets 	Year B Spring
<ul style="list-style-type: none"> • Grants and Loans 	Year B Spring
<ul style="list-style-type: none"> • Investment 	Year B Spring
<ul style="list-style-type: none"> • Vendor Relations 	Year C Spring
Regional Council Executive – Staff Relationship	
<ul style="list-style-type: none"> • Executive Minister Relationship 	Year B Fall
<ul style="list-style-type: none"> • Monitoring Executive Minister Performance 	Year B Fall

GOVERNANCE PROCESS
POLICY 4.10

<ul style="list-style-type: none"> Executive Minister Monitoring Schedule 	Year B Fall
Governance Process	
<ul style="list-style-type: none"> Regional Council Executive Accountability 	Year A Fall
<ul style="list-style-type: none"> Regional Council Executive Job Description 	Year C Fall
<ul style="list-style-type: none"> Principles for Regional Council Executive Committees 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Financial Audit Committee 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Resources For Governance 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Agenda Planning 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Code of Conduct 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Governing Style 	Year C Fall
<ul style="list-style-type: none"> Region President's Role 	Year C Fall
<ul style="list-style-type: none"> Region President-Elect Role 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Policy Review Schedule 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Diversity of Voice/One Voice 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Disciplines and Practices 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Membership 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Creative Conflict 	Year C Fall
<ul style="list-style-type: none"> Property Sales and Use of Property Sales Assets 	Year C Spring
<ul style="list-style-type: none"> Property Development 	Year C Spring
Practices and Procedures	
<ul style="list-style-type: none"> Regional Council Executive Correspondence 	Year C Fall
<ul style="list-style-type: none"> Regional Council Executive Perpetual Calendar 	Year C Fall

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Diversity and One Voice

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

The Regional Council Executive will govern with a proactive regard for diversity of views and opinions among its membership while recognizing that its authority is corporate, represented by “speaking with one voice.”

1. Executive discussion will encourage diverse points of view to be expressed.
2. The Executive will speak with “one voice,” taking care not to present conflicting messages regarding its decisions to its ownership or staff.
 - a. Executive decisions will be stated as clearly as possible in written form.
 - b. Only written Executive policies will direct the work of the Executive Minister.
 - c. Executive committees will be used to assist the Executive in its work of decision-making, not to exercise authority over the Executive Minister or substitute for the authority of the Executive (except when serving as a Commission under *The Manual* D.3.3).
 - d. Executive members as individuals will exercise discipline by not directing the staff.
 - e. Executive members will exercise discipline by not misrepresenting the decisions of the Executive to the ownership and public.
 - f. Executive members will recognize the influence they have by virtue of their role, and when they are in conflict with a decision of the Executive, their first responsibility is to the Executive, not as an owner.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Disciplines and Practices

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

The Executive will practice the disciplines necessary to govern with excellence.

1. Executive members will educate themselves about the ownership, appropriate ends, adopted Executive policies, and good governance practice.
2. Executive members will “listen to the owners” between meetings.
3. Executive members will prepare for each meeting and will follow through on work commitments made at each meeting.
4. Executive meetings are for the primary purpose of getting the Executive’s work done in an efficient, effective and faithful manner.
 - a. Notices of regular meetings will be made to all members at least one month in advance.
 - b. Meeting agendas, appropriate correspondence, and supporting documentation will be distributed for receipt and consideration by all members at least two weeks in advance of the meeting.
 - c. All members will show and be shown respect at all meetings.
 - d. Together members will monitor their adherence to the Executive’s policies and practices.
 - e. A member absent from two consecutive Executive meetings will communicate with the President to determine whether their continued membership on the Executive is in the best interest of the Region.
5. All significant decisions made by the Executive will be by motion duly made and seconded and carried with a majority vote.
 - a. Members will voice their opinions on issues to ensure the diversity of the ownership is heard. Consensus seeking may be used but will not be allowed to quiet divergent voices.
 - b. The President will determine the appropriate time in a conversation that a motion will be made.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Financial Audit Committee

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

The Financial Audit Committee shall review and evaluate the annual audit report and audited financial statements and make recommendations to the Regional Council Executive regarding their adoption.

1. The Committee shall receive the annual audit report and audited financial statements from the Executive Minister in time to be reviewed and evaluated before the Spring meeting of the Regional Council Executive.
2. The Committee shall determine whether the audit report and audited statements meet the commonly accepted standards for such reports or not. If the Committee is so assured, it shall recommend adoption of the reports to the Regional Council Executive. If it is not so assured, it shall recommend not adopting the reports to the Regional Council Executive.
3. The Committee shall be named annually at the Fall meeting of the Regional Council Executive and shall serve only until the adoption of that year's audit report and audited financial statements.
4. The Committee shall be comprised of:
 - a. the President;
 - b. one other member of the Regional Council Executive, chosen at the Fall meeting;
 - c. the Chair of the Finance Council (corresponding only).
5. The Committee shall consult with at least two other persons with expertise in financial and accounting matters who are not directly or indirectly involved in any decision-making on Pacific Mountain Regional Council financial matters.
 - a. The Committee may consult with the Executive Minister and auditors.
 - b. The Committee shall not direct the auditors.

**Pacific Mountain
Regional Council**
The United Church of Canada

**Regional Council Executive Practices
Statement**

Policy Type: Governance Process
Adoption Date: March 2020
Modification Date:
Review Date:

As a living witness to the gospel of Jesus Christ, Pacific Mountain Regional Council Executive of The United Church of Canada seeks:

1. To be rooted in gospel memory and hope by
 - a. Faithfully keeping our covenants with God and neighbour
 - b. Stewarding our inheritance of scripture and tradition
 - c. Proclaiming and embodying God's new creation
 - d. Practicing Biblical hospitality with strangers and making room for diversity, and

2. To build up the Body of Christ by
 - a. bringing differences to the table of reconciliation
 - b. ordering our life together justly and with compassion
 - c. stewarding resources faithfully
 - d. practicing the disciplines of worship, prayer and spiritual discernment
 - e. reflecting the diversity of an intercultural church

**Pacific Mountain
Regional Council**
The United Church of Canada

**Regional Council Executive
Correspondence**

Policy Type: Practices and Procedures
Adoption Date: March 2020
Modification Date:
Review Date:

1. All correspondence addressed to the Executive will come to the attention of the Executive.
 - a. “Correspondence” will include any communication in writing and email.
 - b. Correspondence directly received by the Executive Minister will be listed in a report that indicates: the sender, the date, the issue, how the correspondence was dealt with.
 - c. Correspondence received by other members of the Executive will be forwarded immediately to the Executive Minister for report.
 - d. Each meeting of the Executive will receive a correspondence report from the Executive Minister.
 - e. The Executive, upon carried motion, can ask that a piece of correspondence in the report be brought before it as business.
 - f. Individual Executive members may view any piece of correspondence.
2. All correspondence will be dealt with in a manner appropriate to the matter of the correspondence.
 - a. The Executive Minister will determine whether the correspondence properly belongs to the business of the Executive
 - b. If so, it will be forwarded to the President with a recommendation or options for appropriate action;
 - c. If not, it will be forwarded to the appropriate person or group in Pacific Mountain Regional Council for action, or otherwise dealt with in a suitable manner.
3. All correspondence will be treated in a timely manner.
 - a. A reply regarding the reception of correspondence will be made immediately, if appropriate,
 - b. There will be no delay in forwarding or assigning the correspondence to the appropriate person or group who can take action on it,
4. All correspondence will be treated in a serious manner.
 - a. In order for correspondence that properly belongs to the Executive to be considered at its next meeting, it must be received by the Executive Minister at least 14 days prior to that meeting.
 - b. Correspondence shall not be presented to the Executive for consideration without a recommendation or options for action from the Executive Minister.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Creative Conflict

Policy Type: Practices and Procedures
Adoption Date: March 2020
Modification Date:
Review Date:

We, the members of Pacific Mountain Regional Council Executive, believe that God has called us to share in leadership within the body of Christ. We commit to building up the community of faith by “bringing differences to the table of reconciliation.” (*BC Conference Executive Practices Statement Policy, May, 2004*)

1. We will initiate actions needed to preserve unity and peace. (*Ephesians 4:1-3*)
2. We will honour differences by taking the time to listen in order to understand, and by speaking together in considerate ways. (*Ephesians 4:11-13*)
3. We will respect one another, speaking opinions in love and maintaining solidarity -- especially in the presence of differences. (*Ephesians 4:15-16*)
4. If at any time we have a constructive criticism or complaint against another member, we will safeguard the spiritual unity of the Pacific Mountain Executive by taking the steps prescribed in Matthew 18:15-17. (*First, go to the person alone; second, if necessary, go to him or her with two or more witnesses; third, if necessary, bring the matter before the whole group. Thereafter, we will abide by the decision reached by the whole group.*)
5. If another person brings to us any criticism or complaint against any other member of the Regional Council Executive, we will direct that person to take the steps prescribed in Matthew 18:15-17. If the situation requires, we will be willing to go with that person as a witness. We will not entertain any kind of criticism or complaint against a member, except in the presence of the one against whom the criticism or complaint is made. (*Matthew 18:15-17, Ephesians 4:31-32*)
6. We will pray for grace to become aware of our own part in any rift between us, for the grace of God’s nurturing presence with others, and for the grace of healing for each broken or threatened relationship. (*Ephesians 3:16-20, 4:32-5:2*)

Pacific Mountain Regional Council

The United Church of Canada

Property Sales and Use of Property Sale Assets

Policy Type: Practices and Procedures
Adoption Date: March 2020
Modification Date:
Review Date:

Guidelines for the Sale of Properties Owned or Controlled by Pacific Mountain Regional Council and the Use of Assets Resulting from Sale

Principles

- 1) Church properties are the legacy of several generations of United Church members who have donated time, energy and money to the church. These assets shall normally remain with The United Church of Canada to support the ongoing ministry and mission of the Church.
 - i) assets shall be protected adequately to ensure future generations will also have significant financial resources with which to work.
 - ii) assets will not be so tightly protected that significant financial benefit is not available in the short or medium term. Endowments and funds shall not normally be allowed to grow beyond their contributed value except to protect against inflation.
- 2) While recognizing the complexities of many financial matters, the management and use of assets shall be as transparent as possible.
- 3) The interests and values of other church courts associated with the property shall be valued through appropriate consultation.

Property transactions on First Nations reserve lands shall honour the local band and community through consultation and cooperation.

Sales

- 1) Sales are most often at fair market value, as professionally determined
- 2) Market value might be discounted in order to ensure other Region values are also honoured. Typically, these values might be:
 - i) significant, related community value
 - ii) benefit for other church or religious groups
 - iii) preservation of environmental values
- 3) Properties will not usually be sold to other United Church of Canada Communities of Faith or organizations but transferred at no cost
 - i) expenses related to the transfer or the holding of the property can be charged to the purchaser/transferee

Use of Assets

- 1) The use of assets from property sales will normally be governed by:
 - i) historic obligations related to the property

- ii) the plans or obligations resulting from the negotiations leading to the sales
 - iii) the Ten Year Financial Vision of the Region
- 2) Assets shall, over time, benefit the whole Region
- i) Geographic areas in which properties are sold shall normally receive short or medium term benefit from the sale
- 3) Assets will normally be used to financially support new or growing ministry
- i) some assets may be used to assist with extraordinary costs of sustainable ministries
 - ii) some assets may be used for short-term bridge financial support in times and places of transition
 - iii) some assets may be used to provide support for Core Region work

**Pacific Mountain
Regional Council**
The United Church of Canada

Property Development

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*Guidelines for the Development of Properties Owned or Controlled by Pacific Mountain
Regional Council*

1. The EM is authorized to receive properties into the Property Development Council, either in trust or not, if they are transferred at \$1 purchase price;
2. The EM is authorized to negotiate and enter into agreements with third parties for the disposal or development of the properties it holds as long as they are compatible with any trust agreements;
3. The EM can negotiate and enter into agreements regarding the disposal of the assets from the sale or development of properties it holds;
4. Any plan to borrow money or encumber properties for development or other purposes must first be approved in principle by the Property Development Council before agreements are made;
5. Final decisions regarding the sale or development of properties and the use of their assets shall belong to the Property Development Council, which shall not without good cause reject the agreements made by the EM.
6. In all planning, negotiations and agreements the EM shall:
 - a. Ensure all trust agreements are honoured;
 - b. Ensure agreement by any Communities of Faith legally connected to such sales or development;
 - c. Ensure that financial values do not supersede mission/ministry values;
 - d. Seek to provide benefit to Communities of Faith and areas where property values do not provide the financial basis to provide benefit in a significant way.

Pacific Mountain Regional Council

The United Church of Canada

Regional Council Executive Membership

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Eleven (11) to thirteen (13) people including the President, President-Elect or Past President and the Executive Minister, the exact number to be at the discretion of a Nominations Committee. No one will be a member by virtue of office in another council, committee, or organization.

The Executive will include people who:

- * connect to and listen well to the people of the Region;
- * articulate the perspectives of the Region;
- * consider the well-being of the whole Region;
- * hold “the big picture” front and centre in decision making;
- * have good individual and group judgment and discernment skills;
- * bring skills in church and community governance.

Further, the Executive will reflect the many diversities of the Region as far as possible including:

- * Gender
- * Age
- * Indigenous Identity
- * Urban, Rural, Geography
- * Culture
- * Ordered and Lay

At the discretion of the President corresponding members to particular meetings might be invited to ensure needed viewpoints or information needed are present during discernment and decision-making. Corresponding members would be named on a meeting-by-meeting basis and there will be no permanent or term corresponding members.

The Executive will meet a minimum of four times a year, at least twice of which will be face-to-face.

The Executive will be a governance body, focusing on:

- * Ensuring it is well-informed and knowledgeable about the church and society, particularly in a context of constant change;
- * Listening well to the people and communities of faith of the Region;
- * Articulating together the vision and desires of the Region;
- * Naming the desired outcomes of the work of the Region;
- * Directing the Executive Minister through clear policies;
- * Using Policy Governance policies and practices as the operating model;
- * Monitoring and evaluating the work of the Executive Minister against the stated policies to ensure fiduciary responsibilities and expected Region outcomes are met;
- * Selecting and appointing an Executive Minister in partnership with other appropriate church councils.

Term

Regional Council Executive members serve a three year term; terms will be staggered in order to insure continuity on the Executive. Members are eligible to serve a second consecutive three year term.