

Prince Albert Alliance Church Governance Reference Manual

- 2015 May 12 – for Board review prior to June 12 – a summary of current status and development (Glenn)
- 2015 June 30 – edited to include changes made at Governance Retreat June 12 & 13.

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Section A - Annual Work Plan

| Month | Event | Who | Planning Begins | Planning is Complete & Submitted |
|-----------|--|---|---|--|
| January | 1. Notice for AGM | Board Secretary | January | January 20 |
| February | 1. Annual General Meeting 2. Audit/Financial Review 3. Budget 4. Nominations from Nom. Comm. | Senior Pastor Treasurer & Finance Comm. Treasurer & Finance Comm. Nominating Comm. | December January December December | February 1 February 1 February 1 February 1 |
| March | 1. Organizational Meeting - Section 2.5.2: <ul style="list-style-type: none"> ● Selection of Officers ● Establish regular meeting schedule ● Establish Committees ● Review of Annual Work Plan ● Review of Annual Monitoring Plan | Senior Pastor & Board Chair | March | March |
| April | 1. New Board Orientation - Section 5.1.1 2. | Past Chair & Senior Pastor | April | April |
| May | | | | |
| June | 1. Admin Procedure Review & Update 2. | Senior Pastor | January | June |
| July | | | | |
| August | | | | |
| September | | | | |
| October | | | | |
| November | 1. Selection of Nominating Comm. | Board Chair | November | November |

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|----------|--|---|-----------|-------------|
| | 2. | | | |
| December | 1. Salary Negotiations for Senior Pastor 2. Salary Negotiations for Staff | HR Committee Senior Pastor with HR Committee | September | December 20 |
| | | | | |

FOR CONSIDERATION

- Membership Review
-

ONGOING

- Creation and distribution of the Agenda for each Board Meeting in accordance with Section 2.6
- Reports required by the board in accordance with Section 4.1
- All Evaluation and Monitoring in accordance with the Annual Monitoring Plan - Section B
- Consider new developments and directions from the District
- Attend board development events as available
- Attend District and National Assembly as assigned
- Attend meetings as determined by the board
- Attend Standing and Ad Hoc Committee meetings as assigned
-

Section B - Annual Monitoring Plan

| Board Role / Expectation | Governance Reference | Evaluation Evidence | Schedule | Evaluation Lead | Report Recipient |
|--|---|--|-------------------|-----------------|------------------|
| Strategic Planning - Vision, Purpose, Core Values & Strategic Priorities | 1.6.2 - The board will review and renew the Strategic Planning document annually. | Performance indicators as developed by the Board | Annually March | Senior Pastor | Board |
| Reflecting on Organizational Results | 4 - The board will reflect on the goals, operations, and performance measures in the ongoing process of developing and monitoring progress toward the achievement | | Annually March | Senior Pastor | Board |

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|---|---|--|----------------------|---|-------|
| | of the strategic priorities. | | | | |
| Board Process & Performance | 2.1.6 - Monitor and regularly discuss the board's own processes and performance, seeking to ensure the continuity of its governance functions through orientation training, and evaluation. 6.4.1 - The annual board self-evaluation process will be carried out by the board. | | Annually April | Governance Committee <i>May consider District support if board is struggling</i> | Board |
| Board Effectiveness | 2.2.8 - The board will annually monitor its own effectiveness and take actions to excel in its role. | | Annually April | Governance Committee | Board |
| Individual Board Member Performance | 2.2.9 - The board will annually conduct an assessment of each board member's individual performance. | | Annually May | Governance Committee | Board |
| Annual Work Plan | 2.5.2.4 - Review and confirmation of the Annual Work Plan | | Annually February | Senior Pastor | Board |
| Annual Monitoring Plan | 2.5.2.5 - Review and confirmation of the Annual Monitoring Plan | | Annually February | Senior Pastor | Board |
| Policy Development Board Policy / Governance Document Review | 7.5.5.1 - The board, in cooperation with the Senior Pastor, shall assess the need for a policy, as a result of its own monitoring activities or on the suggestion of others, and identify the critical attributes of each policy to be developed. 7.4 - The board will ask | | Annually May | Governance Committee & Senior Pastor | Board |

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|----------------------------------|---|-------------------------------------|--|---|-----------------------|
| | that legal counsel review this Board Policy/Governance Document every two years to ensure compliance with the law. | | Semi Annually | External legal counsel | Board |
| | | | | | |
| Owner Expectations | Governance Reference | Evaluation Evidence | Schedule | Evaluation Lead | Report Recipient |
| Reflecting on Owner Expectations | 1.4.1 - The board is accountable to the members of the Prince Albert Alliance Church..... The purpose and growth priorities of PAAC belong to God, and therefore, the board is ultimately accountable to Him. | | Annually Nov | Board & Senior Pastor | Board |
| Financial Accountability | 3.2.7 - Protect the interest of the owners by facilitating an annual Financial Audit and providing a complete report to the board. | | Annually February | Senior Pastor | Board |
| | | | | | |
| Staff Assessment | Governance Reference | Evaluation Evidence | Schedule | Evaluation Lead | Report Recipient |
| Senior Pastor | 5 - The board will demonstrate stewardship and leadership by developing a model for board development and staff selection, support and monitoring. | District Office Support for Process | Annually Informal Eval. Every 3 years - Formal Eval. Every 10 years - Formal | Board & Senior Pastor Board & SP Board, SP, & District Office Staff | Board & Senior Pastor |

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| | | | | | |
|-----------------------|--|--|----------|---------------|-----------------------------|
| | | | Eval | | |
| Pastoral Staff | | | Annually | Senior Pastor | Board & App. Pastoral Staff |
| Office & Maint. Staff | | | Annually | Senior Pastor | Board & App. Staff |
| | | | | | |
| | | | | | |
| | | | | | |

Section C - Job Description for the Senior Pastor

Section D - Conflict of Interest Statement

Background:

PAAC as a ministry initiated and sustained by God, has a mandate to conduct all of its affairs decently and above reproach both in the sight of God and man. Such a mandate includes a commitment to operate with the highest level of integrity and to avoid conflicts of interest that either directly or indirectly result in material personal advantage or privilege.

Terms and Definition:

Conflict of interest arises in a transaction or significant relationship involving PAAC where a board member, Senior Pastor, employee or volunteer or a person who does not deal at “arm’s length” with a board member, Senior Pastor, employee or volunteer:

- Realizes a direct or indirect gain of a commercial nature,
- Receives money or property, or
- Receives a direct or indirect significant advantage or privilege in connection with any such transaction or significant relationship.

A significant interest for the purpose of this policy means either direct or indirect control of more than 10% of the business

An Affiliate is any other entity over which PAAC may exercise direction or control by means of being able to appoint 20% or more of the board members or trustees, or by means of controlling 30% or more of the decision making vote of the entity.

Procedures:

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1. Areas of potential conflict areas may include but are not limited to:
 - 1.1. The acquisition or supply of goods or services.
 - 1.2. The acquisition or granting of property and equipment leases.
 - 1.3. The investments made by PAAC.
 - 1.4. Dealings with donors.
 - 1.5. Dealings with any other individuals, agencies, organizations, companies, governments or associations that affect the purpose or operation of PAAC.

2. Examples of potential conflicts of interest are where a board member, Senior Pastor, employee or volunteer or a person who does not deal at arm's length with a board member, Senior Pastor, employee or volunteer
 - 2.1. Has a significant interest in any business which deals with PAAC or an Affiliate.
 - 2.2. Is engaged in a professional practice which provides services to PAAC or an Affiliate organization.
 - 2.3. Is a board member or an employee of PAAC while serving on the board or holding an office in any entity that has dealings with PAAC or an Affiliate.
 - 2.4. Provides goods or services to PAAC or an Affiliate for consideration, while serving as a board member, Senior Pastor, employee or volunteer of PAAC or an Affiliate.
 - 2.5. Receives any compensation, whether cash, goods or services, from any business, charity or individual where such compensation is provided as a direct or indirect result of a relationship established through PAAC or an Affiliate.
 - 2.6. Uses PAAC's or an Affiliate's personnel, equipment, supplies, name, publications, or other resources for non-PAAC purposes outside of established policy.
 - 2.7. Receives personal gifts or loans from any third parties having dealings with PAAC or an Affiliate given as a direct or indirect result of the PAAC relationship.
 - 2.8. Has an interest in real estate, securities or other property that PAAC or an Affiliate has an interest in buying or leasing.

3. The examples in section 2 above are not exhaustive. There will be other areas and situations that could also be considered a conflict of interest. The examples are based on the basic principles stated in section 1 above. It is assumed that the board members, Senior Pastor, employees or volunteers will use these principles and recognize a conflict of interest when it arises.
 - 3.1. It is the continuing responsibility of all board members, the Senior Pastor, employees or volunteers to scrutinize their transactions and outside business interests and relationships for potential conflicts of interest and to immediately make such disclosures to the Chair or the Senior Pastor for all others. Even if a board member, Senior Pastor, employee or volunteer is invited to enter into a

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transaction which may be a conflict, but refuses, the individual involved should notify the Senior Pastor of the offer. The Senior Pastor shall bring these matters to a meeting of the board. The board shall then determine whether a conflict exists and whether it is material, and where, in the opinion of the board, a material conflict exists, decide whether the contemplated transaction may be authorized as just, fair and reasonable having regard to the fiduciary and trustee-like duties of the board. The primary concern must always be the welfare of PAAC and the advancement of its purposes.

- 3.2. The fact that a conflict exists does not necessarily mean that the conflict is objectionable, or material enough to be of practical importance, or that it is necessarily adverse to the interests of PAAC or its charitable purposes. However, it is the policy of the board that the existence of any conflict as defined in section 2 above and described in sections 3 and 4 above must be disclosed before any transaction is consummated. If a board member, Senior Pastor, employee or volunteer has any doubt, or has questions of interpretation, the Senior Pastor should be consulted.
- 3.3. Violations of this Policy by a board member or Senior Pastor, may constitute grounds for dismissal at the exclusive discretion of the board, particularly if the board member or Senior Pastor has failed to disclose relevant information in a timely manner. Violations of this Policy by an employee or volunteer may constitute grounds for dismissal at the exclusive discretion of the Senior Pastor upon the advice of the board or its executive committee. Disclosure should be made at the earliest date possible and should be in writing.
4. As a registered charitable organization, PAAC depends for its continued existence on charitable contributions from the public. Maintenance of PAAC as a charity under trust law and registration with CRA under the Income Tax Act is important both for its continued financial stability and for the receipt of contributions and public support. CRA and provincial regulators view the operations of PAAC as a public trust which must devote all of its resources for exclusively charitable purposes of benefit to the public. Therefore, PAAC is accountable to both governmental authorities and the public at large.
5. PAAC, its board and officers have a fiduciary and trustee-like duty which carries with it a broad and unbending duty of honesty, loyalty, care, diligence, skill, and prudence. Since the board delegates the carrying out of the policies and affairs of PAAC to its employees and volunteers, the board also requires such employees and volunteers to respect the legal duties imposed on such board members and officers. The board members, Senior Pastor, employees or volunteers have the duty and responsibility to

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administer the affairs of PAAC in accordance with the governing documents and trust law, and to exercise their respective tasks in furthering the objects of PAAC for the sole benefit of its public purposes. Board members, the Senior Pastor, employees or volunteers of PAAC must exercise good faith in all their transactions and not use their position or knowledge gained from their position for any personal advantage or privilege. The phrase “advantage or privilege” received or given because of a conflict of interest has a commercial meaning in this policy signifying consideration resulting from covert or overt bartering. There should never be a question of, or even an appearance of, an advantage or privilege being received or given without the individual concerned fully disclosing the facts that could give rise to a question of real or perceived conflict to the person designated by the board under this policy.

6. Persons who are not considered to deal at arm’s length with each other include an individual and:
 - 6.1. Related persons (as defined in the Income Tax Act).
 - 6.2. An estate or trust (whether incorporated or not) of which a board member, Senior Pastor, employee or volunteer or a family member of any of them is a beneficiary, personal representative, or trustee.
 - 6.3. A business or not-for-profit entity of which the individual or related person is an officer, director or employee, or a business in which the board member, Senior Pastor, employee or volunteer has a significant interests.
 - 6.4. A law firm, accounting firm, or other professional entity of which the individual or related person is a partner or employee.

7. This policy is not intended to prohibit the acceptance or giving of gifts of nominal value, provided they are consistent with commonly accepted courtesies, any applicable Canada Revenue Agency policies, and could not be construed as an improper payment. Cash payments in any amount must never be accepted or given as a gift or favour under any circumstances.

Signed and dated each year by each Board Member: _____

Section E - Board Self-Evaluation Process

Section F - Procedural Guidelines for the Calling of a Pastor Background

In the calling of a pastor it is very important that the Board of Elders fully understand the form of government used by the CMA. To assist you in this the three basic forms of government to be found in churches are outlined here:

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1) CONGREGATIONAL

Here the congregation makes the final decision regarding everything that is to take place in the church. Churches that use this form of government have regular congregational meetings when all the members vote on all matters pertaining to their church.

2) REPRESENTATIVE

Here the congregation elects a representative board that administrates the business of the church. The board does not need to ask for congregational approval but is accountable at the annual membership meeting.

3) EPISCOPAL or CENTRALIZED

Here decisions regarding leadership for the local church are made at a head office and communicated to the congregation.

In the CMA we operate under a Representative form of government. That is not to say that other forms are wrong but only that Alliance churches have collectively decided that this is the way they will function locally and denominationally.

This means that the responsibility for calling a pastor does not rest with the congregation but with the elected eldership. The local church constitution of the CMA states, the pastor of the church shall be called by the Board of Elders and appointed by the District Superintendent.” (Article DK, Section 1). It is sometimes asked if the congregation can vote on whether or not to call a pastor. The response is no, that is contrary to our constitution. It is the responsibility of the elders to call the pastor.

Here are some of the advantages of this type of government for calling a pastor.

1) When the congregation votes on a pastor they are voting mostly on whether or not they like the preaching. There are many good preachers who are not good pastors and not a few good pastors who may not be the best preachers. The board, with its interview, is able to ascertain the gifts and strengths of the pastor, including and beyond preaching ability.

2) The board is able, in the interview, to ask questions and gain insight that is not available to the entire congregation.

3) Congregational votes tend to divide the church. Before the new pastor starts some will be for him and some against.

4) A temptation for a new pastor following a congregational vote is to try to figure out who voted in favour and who didn't.

5) The District Superintendent is able to share information with the Board of Elders that may not be appropriate to share with the church congregation. Thus, it becomes the responsibility, in the Alliance form of government, for the Board of Elders to examine the candidate and decide on whether or not to extend a call to him. Once this has been done, the District Superintendent appoints the new pastor of the church. It is necessary for the Board of Elders to seriously consider how important the calling of a pastor really is. Regardless of the strengths of the Board or any other positive factors, the new pastor will be a key person in determining the success or failure of the church in the coming years.

Candidates

6) The District Superintendent or his designate will meet with the Board of Elders to discuss the matter of pastoral replacement, including whether to appoint a Search Committee to

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assist the Board of Elders with the selection process. In order for someone to candidate in an Alliance church he must carry credentials with The Christian and Missionary Alliance in Canada. If he is not currently credentialed, he must apply to be Approved for Ministry by the District Office. This must be done prior to candidating. The process is described and necessary forms are provided on the District website (www.gmacmd.ca) under the Resources' tab.

The proper procedure is that the District Superintendent makes the initial contact with the respective candidate on behalf of the Board of Elders or Search Committee. If the man is serving in another district the Superintendent will contact the Superintendent of that District before contacting the individual. If he is serving in a staff situation his senior pastor will also be contacted.

It is Alliance policy to have one candidate at a time. Following the visit of a candidate, the Board of Elders will vote to extend a call or not. If they vote no," the search process begins again.

The District Office will provide as much information as possible on the candidate to the Board of Elders or Search Committee.

The District Office will be as honest with the Board of Elders or Search Committee as possible regarding the prospective candidate. At the same time it will endeavor to be honest with the candidate regarding the church.

Candidating Weekend

- 1) Make sure that prior to any candidate coming to your community, expectations are very clear. Do not spring any last minute classes, Scripture reading, etc., on the candidate.
- 2) Invite the candidates wife to accompany him. Provide the best accommodation you possibly can. A hotel is preferable as it will provide a place of quietness and rest to deal with the pressures that come during the visit. If this is not possible, select a home where privacy is ensured.
- 3) Endeavor to have your candidate visiting long enough to allow maximum exposure to as many people as possible. Here are some suggestions for a possible candidating weekend.

Since there may be people in the church that do not understand representative government, it may be appropriate for a member of the Board to inform the congregation on the Sunday prior to the candidating weekend about the Alliance form of government and its ramifications for calling a new pastor. They could say, As an Alliance Church, our Constitution charges the Board of Elders with the responsibility of calling a pastor. That is a great responsibility and one that we take seriously. The Board of Elders asks for your prayer as it makes that decision. We also want you to know that you should feel free to speak to us. We want to hear any comments you have about the ministry of our candidate next weekend. As elders we want to be open to your input and, most importantly, we need to hear from God so that we will know His will for our church."

It is not wise to have the candidate and his wife in a different home for every meal but it is acceptable to have them in homes for some meals. It can be profitable to have them visit a number of families in the congregation, including the homes of Board members, since it is vitally important that the board members get to know them. Do not fill every hour of the candidates schedule with appointments, but allow plenty of time for rest and reflection.

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After the Candidating Weekend

- 1) Wait for two or three days before meeting. This will allow each board member to pray and for thought to distill.
- 2) The Board of Elders should then meet and discuss all matters pertaining to their candidate.
- 3) Following the discussion a vote should be taken by the Board of Elders. Ideally, the Board of Elders will be unanimous if they are to extend a call to the candidate. If there are questions at this point it is wise to contact the District Office.
- 4) If a call is to be extended, the secretary of the board should prepare a formal letter to the candidate indicating salary, benefits, etc. with a copy being sent to the District Office (See Employment Terms' on the website www.gmacmd.ca under Resources] for a template of such a letter, and complete all of the items which apply).
- 5) The District Superintendent should immediately be contacted and he will inform the candidate of the decision of the Board of Elders. If the decision is not to extend a call, he will inform the candidate of this and will work with the Board of Elders or Search Committee to identify another candidate. If the decision is to extend a call, he will relay this to the candidate and will indicate that he should take sufficient time to prayerfully make his decision before responding.
- 6) The candidate will respond with his decision to the District Superintendent who, in turn, will convey the decision to the Board of Elders.
- 7) If the candidate accepts the invitation, the Board of Elders will work out moving arrangements with the new pastor. It is the responsibility of the church to provide for the pastors moving expenses.
- 8) Although it cannot be guaranteed, the District Superintendent or his Assistant will try to be available to conduct installation services for all senior pastors.

Conclusion

It is important for the Board of Elders to understand that the District Office stands prepared to serve it in the best way possible in order to find a suitable pastor. If, at any time in the process, a Board feels that the District Office is not assisting them as it should, the Chairman of the Board should feel free to contact the District Office and express that concern.

For further information or help feel free to call:

Phone – 306-586-3549 Email – office Gmacmd.ca

Section G - Procedures for the Nominating Committee

Selecting nominees for Elders and Board committee positions

1. Meeting opens with prayer and Scripture reading.
2. Each member places a checkmark beside the people they believe qualify as elders or board committee members.
3. Tally totals to complete a listing of 10 people according to checkmarks received.
4. Prioritize the listing individually and then as a group.

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5. Chair of the committee approaches top four names for Elder nominations (or needed number to be nominated). Attempts to get response within one week of receiving nomination.
6. Chair of the committee (or designate) approaches top four names for Board Committee nominations (or needed number to be nominated). Attempts to get response within one week of receiving nomination.
7. Proceeds through listing until the needed number have consented to let their names stand.
8. Place names in nomination committee report to be published at least three weekends prior to the annual meeting (constitution article XIV).
9. Additional nominations, if any, shall be made in writing, signed by two [2] members in good standing and the person being nominated. This must be filed with the chairperson of the Nominating Committee no later than two [2] weeks before the Annual Meeting. The Nominating Committee will review any additional nominations to ensure they fit the criteria for eldership.
10. Nominations for elders and Board Committee members are not accepted from the floor.

Section H - Committee Terms of Reference

Committee Name: _____

Mandate: _____

Terms of Reference:

1. Outcomes requested of the committee:
 - 1.1. _____
 - 1.2. _____
 - 1.3. _____
 - 1.4. _____
2. Membership:
 - 2.1. A working committee of at least ____ (#) members.
 - 2.2. A minimum of _____ (#) being board members, _____ (#) being members of PAAC and _____ (#) being regular attenders of PAAC. Subsequent or replacement committee members are to be determined by the _____.
3. Committee Officers:
 - 3.1. Chair: _____
 - 3.2. Vice chair: _____
 - 3.3. Secretary: _____
 - 3.4. Treasurer: _____
4. Duration: _____ (time period OR until specific task is complete)
5. Review: The board will conduct a review of this committee annually or upon completion of it's task.

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6. Key responsibilities:
 - 6.1. _____
 - 6.2. _____
 - 6.3. _____
 - 6.4. _____

7. Liaison to the Board of Elders: _____
 - 7.1. The liaison is an ex-officio member. Attendance at committee meetings is not required. However, he/she may be invited or consulted as needed.

8. Reporting and recording procedures:
 - 8.1. Minutes shall be recorded for each meeting of the whole. A copy of the minutes will be submitted to the board liaison within 1 week of the meeting.
 - 8.2. Budget recording will be coordinated with the Church Treasurer. The committee will be provided with statements as needed or requested. The committee will keep records of income and expenses corresponding with its prepared budget.

9. Availability of staff resources: Office staff can be accessed for assistance with tasks that are of a scale or nature beyond the capability of the committee.
 - 9.1. Time allocated for office staff to assist the committee must be approved by the Senior Pastor
 - 9.2. Basic routine typing, copying, and the like should be done by the committee.

10. Finances:
 - 10.1. **This section will need updating once a procedure is in place for requisitioning cheques**
 - 10.2. The board has approved a budget of \$_____ for the committee.
 - 10.3. Cheques are to be requisitioned through the Church office in accordance with church treasurer.
 - 10.4. Committee members may be reimbursed for purchases made for the committee, upon submission of receipts to the church treasurer.
 - 10.5. The committee's secretary/treasurer may arrange with the church treasurer to establish a Petty Cash Fund.

Section I – List of Committees and Duties

1.1.1. Spiritual Care Committee

- 1.1.1.1. At PAAC, everyone and every group is involved in pastoral/spiritual care. The Spiritual Care Committee exists to assist the board to encourage, equip and coordinate, together with the staff and PAAC church family the living out of their pastoral lives.
- 1.1.1.2. The Spiritual Care Committee may accomplish this goal by:
 - 1.1.1.2.1. Provide for teaching that helps PAAC members and adherents understand the value and importance of being involved in pastoral/spiritual care;
 - 1.1.1.2.2. Coordinating instructional and discipleship classes and programs;
 - 1.1.1.2.3. Drawing prayer concerns to the attention of the board through the elder representative;
 - 1.1.1.2.4.

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- 1.1.1.2.5.
- 1.1.1.3. Specific initiatives may include, but are not restricted to:
 - 1.1.1.3.1. Hospital visitations;
 - 1.1.1.3.2. Home visitations;
 - 1.1.1.3.3. Coordinating the provision of food gifts for members or adherents experiencing illness or other difficult event;
 - 1.1.1.3.4.
 - 1.1.1.3.5.
- 1.1.1.4. The Spiritual Care Committee will meet regularly to discuss specific pastoral/spiritual care needs in PAAC
 - 1.1.1.4.1. All information and discussion is held in strict confidence.
- 1.1.1.5. The Spiritual Care Committee will give general oversight to the Benevolent Fund and the distribution of funds.
 - 1.1.1.5.1. The Senior Pastor will include the Spiritual Care Committee in the process of writing, reviewing, and renewing the Administrative Procedures guiding the collection and distribution of the Benevolent Fund.
- 1.1.1.6. Membership and Selection
 - 1.1.1.6.1. The Committee shall consist of at least one member of the Board, and two members from the Congregation at large.
 - 1.1.1.6.2. The Senior Pastor shall be an ex-officio member.

1.1.2. Discipleship Committee

Discipleship is our wholehearted response to God's love and the desire to follow Jesus more closely by using all of our gifts in the compassionate service of God's creation.

- 1.1.2.1. The Discipleship committee at PAAC endeavors to:
 - 1.1.2.1.1. Lead the growth of the personal spiritual life for the members and adherents at PAAC, better enabling them to embrace more fully their life of Discipleship in Christ;
 - 1.1.2.1.2. Intensify, strengthen and increase involvement in ministries by inviting members and adherents to join ministries based on their gifts.
 - 1.1.2.1.3.
 - 1.1.2.1.4.
- 1.1.2.2. Membership and Selection
 - 1.1.2.2.1. The Committee shall consist of at least one member of the Board, and two members from the Congregation at large.
 - 1.1.2.2.2. The Senior Pastor shall be an ex-officio member.

1.1.3. Governance Committee

- 1.1.3.1. The Governance Committee is a Committee of the Board and will be formed annually at the Organizational meeting. Members of the Committee will include:
 - 1.1.3.1.1. The Senior Pastor;
 - 1.1.3.1.2. Other Pastoral Team members as determined;
 - 1.1.3.1.3. At least 2 elders from the board.
- 1.1.3.2. The Governance committee will continually review the Governance policy.

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They will:

- 1.1.3.2.1. Identify policy areas in the existing Board Policy/Governance Document needing board attention;
- 1.1.3.2.2. Identify policy areas on which the current Board Policy/Governance Document is silent that may need board attention;
- 1.1.3.2.3. Draft suggested changes for board deliberation and decision.

1.1.4. Missions Committee

- 1.1.4.1. The Missions Committee will encourage congregational and individual identification with, and support of, mission agencies and activities, firstly but not necessarily exclusively the Christian and Missionary Alliance.
- 1.1.4.2. The Missions Committee will develop and promote two way ministry partnerships with our Seamless Link partners.
- 1.1.4.3. The Missions Committee will establish and maintain a list of recognized Christian agencies, update it regularly, and arrange for regular reporting by representatives of these agencies.
 - 1.1.4.3.1. Any request for financial support from a mission agency on this list must be approved by the board.
- 1.1.4.4. The Missions Committee will facilitate the flow of mission information to the Congregation from sources it deems suitable.

1.1.5. Finance Committee

- 1.1.5.1. The Finance Committee exists to:
 - 1.1.5.1.1. Assist the board in fulfilling its governance and oversight responsibilities;
 - 1.1.5.1.2. Protect the interest of the owners by facilitating an annual Financial Audit and providing a complete report to the board.
- 1.1.5.2. The Finance Committee will:
 - 1.1.5.2.1. Develop, and present to the board as options those financial principles, plans, and courses of action that provide for mission accomplishment and the church's financial well-being;
 - 1.1.5.2.2. Report regularly to the board on the financial status and provide options for consideration regarding the Budget and Audit;
 - 1.1.5.2.3. Lead the Budget Development process;
 - 1.1.5.2.4. Lead and oversee the external audit function and act as a liaison between the Auditor and the board;
 - 1.1.5.2.5. In addition, the committee will review and provide information to the board with regard to the level and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures, and other policies for inclusion in the governance document.

1.1.6. Nominating Committee

- 1.1.6.1. The Nominating Committee is established to assist the Board in providing Nominations for the board **and such other board committees requiring nominations for the Annual General Meeting.**

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- 1.1.6.2. The Nominating Committee shall consist of the Senior Pastor and four (4) other people (bylaw #13.1) with equal representation from the board and the membership (constitution article XIII).
 - 1.1.6.3. A nominating Committee will be elected each year
 - 1.1.6.4. Members of the Nominating committee shall be elected by ballot by the respective bodies at least three months prior to the annual meeting and shall serve until the annual meeting. In cases where only the required number is nominated, the ballot may be waived by unanimous vote. (constitution article XIII)
 - 1.1.6.5. Two members are elected from the general membership.
 - 1.1.6.5.1. Nominations of a member willing to let their name stand for the Nominating Committee must be signed by two church members and submitted to the Chair of the Nominating committee at least **2 weeks** prior to the Annual General Meeting.
 - 1.1.6.5.2. A vote will then be held at the Annual General Meeting to elect the two members to the Nominating Committee for the following year.
 - 1.1.6.6. Two members are elected (selected) by the board from the board.
 - 1.1.6.6.1. Such board members must have completed at least 2 terms on the board.
 - 1.1.6.7. The Senior Pastor shall serve as chair of the committee and will convene the committee with adequate time to comfortably complete the nominating procedure.
 - 1.1.6.8. The nominating committee shall meet and establish a timetable for communicating the need and desire for elder and board committee nominees, a qualification process, approval of the elder and board committee nominees by the nominating committee, and submission of nominees to the congregation for affirmation.
 - 1.1.6.9. The nominating committee shall determine the schedule and manner of introducing elder nominees to the congregation. Methods of introduction may include, but not be restricted to:
 - 1.1.6.9.1. Elder nominees giving their testimony at least once, publicly, and have their written testimony published in one or more of the communications methods utilized by the church bulletin, Website, etc.
 - 1.1.6.10. Elders at least 50% of the votes cast at the AGM to become elders (constitution article XIV)
 - 1.1.6.11. Procedures for selecting nominees for Elders and Board committee positions are outlined in the Board Reference Manual.
- 1.1.7. Pastoral Search Committee**
- 1.1.7.1. The purpose of the search committee is to seek applicants for vacancies or approved positions on the pastoral staff and to ultimately present to the elders board an approved pastoral applicant for candidacy and subsequent vote for approval. In this manner, the pastoral staff positions of PAAC will be filled.
 - 1.1.7.2. The search committee will be appointed by the board as needed and be comprised of such people as the board feels appropriate. Generally there shall be a minimum of two Elders, along with the Senior Pastor (if

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- applicable), and other congregational members as needed. They will convene the committee, at the approval and request of the board, to begin the process of searching for a candidate to fill a pastoral staff position and, ultimately, to present that candidate to the board for approval.
- 1.1.7.3. When a Senior Pastor gives notice of intent to leave, or the board (with approval of the District Superintendent – Constitution Article IX) intends to request the Senior Pastor to leave, “the district Superintendent or his designate will meet with the Board of Elders to discuss the matter of pastoral replacement, including whether to appoint a Search Committee to assist the Board of Elders with the selection process” (Canadian Midwest District Procedural Guidelines for the Calling of a Pastor pg. 2), and the process outlined in the Canadian Midwest District Procedural Guidelines for the Calling of a Pastor as found in the Board Reference Manual will be followed.
 - 1.1.7.4. The Senior Pastor of the church shall be called by the board and appointed by the District Superintendent and all Senior Pastor candidates being considered must be approved by the District Superintendent. (constitution article IX).
 - 1.1.7.5. The search process for an associate pastoral staff position or licensed worker will be established by the board with direction given to the search committee.
 - 1.1.7.5.1. For associate pastoral staff positions, a process similar to the Canadian Midwest District Procedural Guidelines for the Calling of a Pastor will be used.
 - 1.1.7.6. All such associate pastoral staff and licensed workers are nominated by the Senior Pastor, called by the Board and appointed by the District Superintendent.
 - 1.1.7.6.1. The Senior Pastor shall consider for ministry staff only those candidates who in his judgement have proper qualifications for pastors or licensed workers in the church and are approved by the District Superintendent. (constitution article IX)
- 1.1.8. Human Resources Committee**
- 1.1.8.1. The Human Resources Committee exists to assist the board with staff relations.
 - 1.1.8.2. Roles
 - 1.1.8.2.1. Human Resources Committee shall write and review staff ministry descriptions.
 - 1.1.8.2.2. The Human Resources Committee shall do an annual review of the Senior Pastor.
 - 1.1.8.2.3. The Human Resources Committee shall update salary grids annually, and prepare the salary and benefits portion of the annual budget, with reference to the Employment Standards Act.
 - 1.1.8.2.4. The Human Resources Committee shall maintain individual employee records, which will be held in the Church office.
 - 1.1.8.2.5. The Human Resources Committee shall liaise with the Board regarding personnel issues.
 - 1.1.8.2.6. Membership and Selection

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- 1.1.8.2.6.1. The Committee shall consist of at least one member of the Board, and two members from the Congregation at large.
- 1.1.8.2.6.2. The Senior Pastor shall be an ex-officio member.

1.1.9. Facilities Management Committee

- 1.1.9.1. The Facilities Management Committee will oversee facility maintenance, repair and rental.
- 1.1.9.2. Duties for the Facilities Management Committee may include, but are not restricted to:
 - 1.1.9.2.1. Develop a 5 year plan for facility maintenance, repair, and general upgrades for submission to the board;
 - 1.1.9.2.2. An annual review of the 5 year plan updating as required;
 - 1.1.9.2.2.1. The annual review will include a comprehensive physical inspection of the facility;
 - 1.1.9.2.3. Submit budget estimates to complete the work in the 5 Year Plan annually to the Finance Committee for budget preparation
 - 1.1.9.2.4. Provide oversight and supervision to the maintenance staff;
 - 1.1.9.2.5. Oversee and manage the facility rental;
 - 1.1.9.2.6. [What are we missing here???](#)
- 1.1.9.3. Membership and Selection
 - 1.1.9.3.1. The Committee shall consist of at least one member of the Board, and two members from the Congregation at large.
 - 1.1.9.3.2. The Senior Pastor shall be an ex-officio member.

1.1.10. Capital Projects Committee

[Because of the number of committees already in the list, and the fact that a Capital Projects Committee is likely not an "Ongoing" committee - please consider making this an Ad Hoc Committee. Failing that - an abbreviated overview follows:](#)

- 1.1.10.1. The Capital Projects Committee will oversee a capital project that may include new construction, renovations, and major repairs under consideration by PAAC.
 - 1.1.10.1.1. All other building items are the responsibility of the Facility Management Committee
- 1.1.10.2. Duties for the Capital Projects Committee may include, but are not restricted to:
 - 1.1.10.2.1. Develop plans for design and construction;
 - 1.1.10.2.2. Develop a communication plan to share information and development progress with the board and PAAC congregation;
 - 1.1.10.2.3. Develop a plan for fundraising to pay for the project;
 - 1.1.10.2.4. Develop the process for contractor selection;
 - 1.1.10.2.5. Recommend the contractor for approval by the board;
 - 1.1.10.2.6. Provide oversight to the construction;
 - 1.1.10.2.7. Report progress regularly to the board and congregation.
- 1.1.10.3. Membership and Selection

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- 1.1.10.3.1. The Committee shall consist of at least one member of the Board, and two members from the Congregation at large.
- 1.1.10.3.2. The Senior Pastor shall be an ex-officio member.

1.1.11. Ad Hoc Committees

- 1.1.11.1. Ad hoc committees are established to assist the board on a specific project for a specific period of time. The terms of reference for each ad hoc committee will be established at the time of formation.
- 1.1.11.2. Each ad hoc committee, at the conclusion of its work, shall present a written report to the board. Unless otherwise directed by the board, ad hoc committees are dissolved as soon as they have reported to the board.

Section J – Performance Expectations and Indicators of Success