



affirmed
**Governance &
Staffing Model**





Elevation Church

Revised March 29, 2026



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Gratitude and Acknowledgements

With open hands and gratitude, we want to say thank you to everyone who contributed to and shaped this report. This report was a collaborative effort that included governance recommendations by our former Governance Model Subcommittee, our current Governance Subcommittee, and our current Staffing Subcommittee.

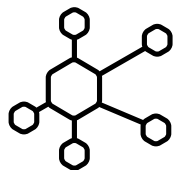
Many people contributed tirelessly to the research, interviews, and generative work that is reflected in this report. We are grateful for you.

Overview

In the summer of 2023, the Transition Team invited the community to join two subcommittees - the Governance Subcommittee and the Staffing Subcommittee. The mandates for these two subcommittees, as well as the methods and summary of their research can be found in the appendices at the end of this document.

Both of these subcommittees began meeting and working on completing their mandates in September, and submitted reports to the Transition Team in October. The Transition Team assessed the information and recommendations presented by these subcommittees, discussed the potential changes and implications, and then crafted the following combined governance and staffing model for our community. The Transition Team found significant alignment between the two reports that the governance and staffing subcommittees submitted, and concluded that a collaborative approach for our Governance structure, and a Co-Lead Pastoral Model for our staffing structure, is the preferred way forward at this time. This model provides a balanced approach to both the opportunities and risks of the varied models, while also setting us up well to live into our values and vision of shared leadership and diverse voices.

54 people voted. The vote carried with 98.1% in favour. The next steps for our subcommittees include updating documentation (bylaw changes, staff handbook, role descriptions, etc) and determining a more robust plan for our staffing structure (hours, compensation, distribution of tasks, etc) based on our current needs and budget.



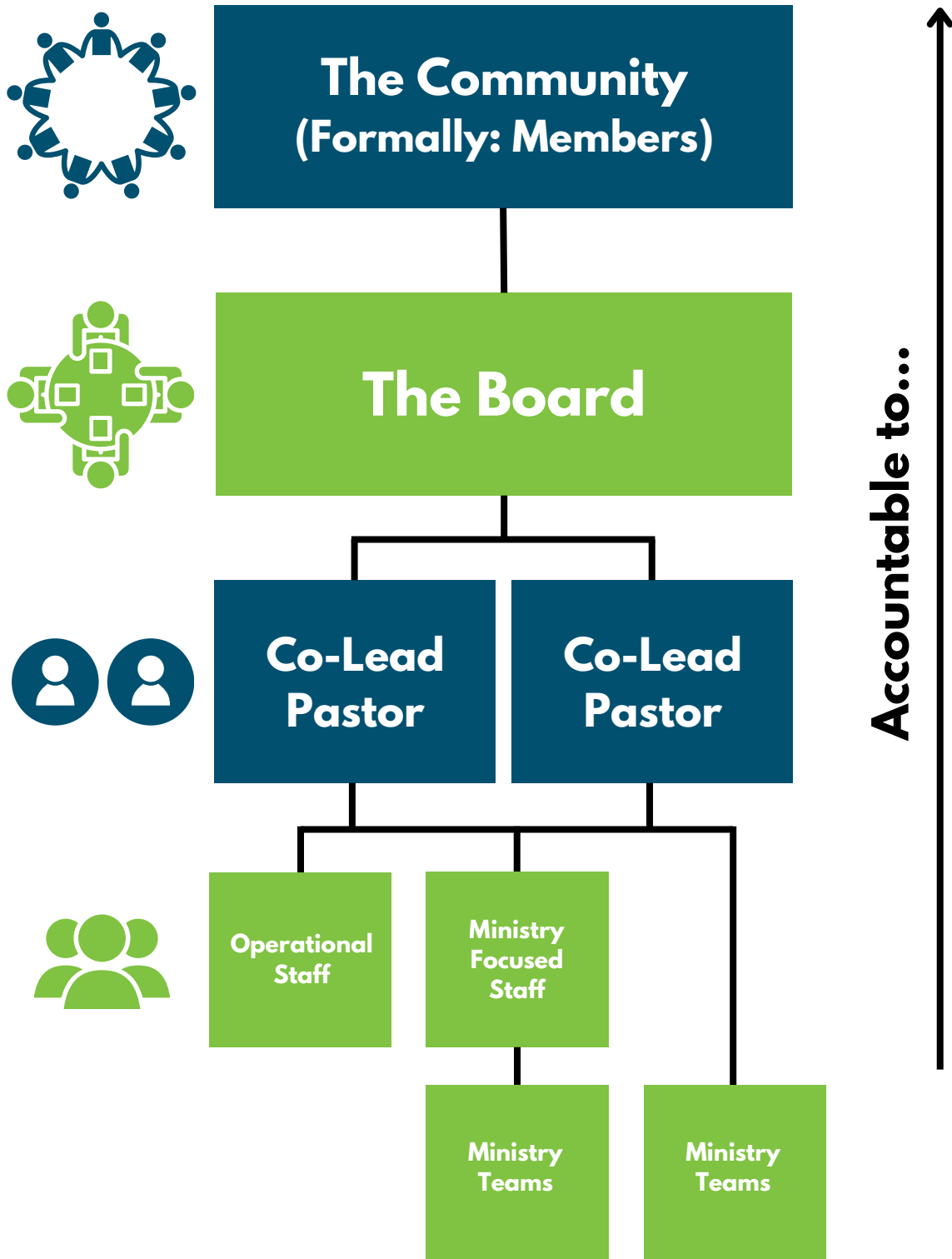
Part 1: Organizational Structure

Our governance considerations begin with the flow of accountability, naming who reports to who. In our current form (as well as in this proposal), staff are accountable to the Pastor(s), the Pastor(s) is/are accountable to the Board, and the Board is accountable to the community (in an informal way), and formally to its members.

In the eyes of the government, a Board of Directors represents the organization. The Board reports to the government according to its designation as a charitable organization. The Board makes fiduciary decisions, governance decisions, and operational decisions on behalf of its members. Not every charity employs staff (pastoral or otherwise), but when they do, these employees ultimately report to the Board.

The following page shows a simple organizational flow chart.

Organizational Flow Chart





Part 2 - Leadership Rhythms and Responsibilities

When we consider the work of leadership - and specifically a Board of Directors, we can look at one main priority and several priorities that flow from this. The main priority is the work of ministry. This is our purpose as a church. To support this work of ministry, a Board of Directors is tasked with five areas of oversight. These are: financial responsibility, human resources, strategic planning, establishing the organization's foundational and guiding ideas (ie, values, vision, mission), and evaluation and review.

Ministry happens year round. As much as possible, we aspire to do the work of ministry in collaboration with one another in teams. To best accomplish the work of ministry together, we are proposing to organize ourselves in five categorical groups:



Our Community

At regular intervals and with open hands, we want to involve the community of people who call Elevation home.



Ministry Teams

Almost all of what we do takes place in team spaces, with diverse voices sharing in the shaping of and living out of our ministry together.



Leadership Community

Everything we do as a church is spiritual. This leadership community will be tasked with providing oversight, guidance, discernment, and direction. They will serve as spiritual leaders of the community. This group would consist of the Board, the Co-Lead Pastors of the church, support staff, ministry team leaders, and Neighbours Group leaders.



Board of Directors

The Board will consist of eight (no lower than five, no more than nine) elected community members on staggered two year terms. The purpose of the Board will be to support and resource the church through formal and informal relational and organizational connections to the work being done.



Pastors and Staff

Pastors and staff are an integral part of our leadership who provide support and guidance to the various areas of ministry within our community.

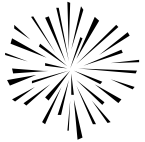
Rhythms

Within a given calendar year, these five teams will gather at various intervals as part of our communal rhythm of supporting the work of ministry. In addition to the rhythm of those teams, we also want to highlight three important rhythms that feature in our calendar year: rest, celebration, and evaluation and review.



Rest

Another important consideration for leadership and governance is that of sustainability. For this, we look to weave in regular rhythms of rest for the Board, for staff, for leaders, and for the whole community.



Celebration

Celebratory rhythms are equally important, for they foster joy and gratitude.

The impetus for these rhythms of rest and celebration flows out of our approved Values, Vision, and Mission.



Evaluation and Review

While we have identified the need for a rhythm of formal evaluation, this proposal does not get into much detail on a) who will oversee these evaluation processes, or b) what specifically these evaluation processes will entail.

The following page feature a linear table of what we're calling *Seasonal Rhythms for the Board and Leadership*. The table includes a calendar of months on as well as seasons, brief descriptions of activities, who will gather to work on or accomplish these activities.

You will see the following reflected in this process chart:

- Rest
- Celebration
- Evaluation and Review
- Transparency
- Spiritual Leadership and Retreat
- Shared Leadership and Accountability



Seasonal Rhythms for Board and Leadership

WINTER

<p>Review of Ministries</p> <p>Annual Report Preparation</p> <p>Board Recruitment</p>	<p>Pastoral Team (PT), Staff, Ministry Leaders & Board Representatives</p> <p>Board, PT, Staff, Ministry Leaders</p> <p>Board & Governance Committee</p>
<p>AGM Preparation</p>	<p>Board, PT & Staff</p>
<p>Annual Report</p> <p>Annual General Meeting</p> <p>New Board Members Onboarding</p>	<p>Board, PT & Staff</p> <p>All</p> <p>Board & PT</p>

SPRING

<p>Strategic Planning/AGM Evaluation</p> <p>Retreat & Leadership Development Planning</p>	<p>Board & PT</p> <p>Board & PT</p>
<p>Retreat to Discern and Establish Priorities</p>	<p>Leadership Community</p>
<p>Formal Review of Staff</p> <p>360 Review of Pastors</p> <p>Budget Review (6 month review)</p>	<p>HR Committee & PT</p> <p>HR Committee</p> <p>Board & Finance Committee</p>

SUMMER

<p>Rest for the month of July (no meetings)</p>	<p>Board & Subcommittees</p>
<p>Review of Staff Culture & Board Culture</p> <p>Board Self-Evaluation</p>	<p>Board & PT</p> <p>Board</p>
<p>Annual Budget Considerations & Planning</p> <p>Ministry Team Budget and Event Proposals</p>	<p>Board, PT & Finance Committee</p> <p>PT, Staff & Ministry Leaders</p>

AUTUMN

<p>Crafting Proposed Annual Budget</p>	<p>Board, PT & Staff</p>
<p>Proposed Budget to Community for Approval</p> <p>Community Planning for the following year</p>	<p>Board</p> <p>Staff & PT</p>
<p>Rest for the month of December (no meetings)</p>	<p>Board & Subcommittees</p>

Responsibilities

Connected to these rhythms are the five areas of responsibility particular to the Board of Directors. They are financial responsibility, human resources, strategic planning, establishing the organization's foundational and guiding ideas (ie, values, vision, mission), and evaluation and review. Here we provide more of a detailed look at each one.

Financial Responsibility

Part of our proposed process includes the creation and affirmation of an annual budget with multiple voices involved. Here is a sketch of that process:

- At the Annual General Meeting (AGM), the community approves the audited statements from last year.
- In the summer, ministry teams set goals and establish budget priorities.
- These budget priorities are carried forward to the Board, where a draft annual budget is created.
- This is proposed to the leadership community for revisions and approval in the fall.
- In November, another community meeting is called to present and speak to the annual budget for the coming year. The community will then vote to approve the presented budget.

Human Resources

Another aspect of our annual rhythm includes formal evaluations of our staff. The following aspects are in view here:

- Where we have support staff that report to the Co-Lead Pastors, the Co-Lead Pastors and Board will provide an annual review of these staff.
- The Board will work with the Human Resources Committee to oversee a 360 review of the Pastors of the church. This will include a cross-section of the community working through a formal review of each Pastor according to their job description. It will also include a self-evaluation from each Pastor.
- The Board will consult with the Human Resources Committee (and may choose to consult with the leadership community) to evaluate the staff culture of the church. This may include recommendations such as a course on conflict resolution or amendments to the staff handbook.

Strategic Planning

Flowing from the vision and mission are goals and a strategic plan. It is the Board's responsibility to consider and implement the goals of the strategic plan, as well as develop a plan for future years. Here is a sketch of this process:

- With ministry team and Pastoral reports in hand, the Board will work on the Annual Report that will be presented at the Annual General Meeting. These reports will also help the Board evaluate how the church is doing on its strategic plan and specific goals.

- The Board will gather to reflect upon the strategic plan, review goals, and identify new goals and priorities for the coming year.
- At a leadership community retreat in the spring, these goals and priorities will be presented, and the leadership community will be invited to speak into these goals, push back upon or build upon them, and then establish priorities for the coming year.
- A summary of these will be presented at the Annual General Meeting.
- Ministry teams will be informed of these overarching goals and priorities, and they will be invited to identify their own ministry goals.

Foundational Ideas

The foundational ideas of a church are theology, values, vision, and mission. These should be reviewed at regular intervals to ensure they are still relevant. Every two to three years, there should be a more comprehensive review that includes the community. Here is a sketch of how these foundational ideas will be evaluated:

- A fall retreat for the leadership community to reflect upon and review the current theology, values, vision, and mission of the church. This should include some prayerful discernment and engagement with these ideas.
- If revisions are recommended, the community will be informed so that the community can be engaged in the process of revisions.

Organizational Evaluation and Review

With open hands, it is our aspiration to be a community that regularly reflects upon, reviews, and evaluates the ideas we hold, the activities we engage in, and the ministries we give shape to. While it is the responsibility of the Board to facilitate evaluation and review, the Board may choose to involve other voices and perspectives in the process. These rhythms are included in the above considerations.

Part 3 - Governance **Roles and Positions**

As mentioned above, the Board will consist of eight (no fewer than five, no more than nine) members on staggered two year terms. A person can serve no more than three consecutive terms for a total of six years, at which time they must be off the Board for a year before they can be considered again.

Shared Leadership

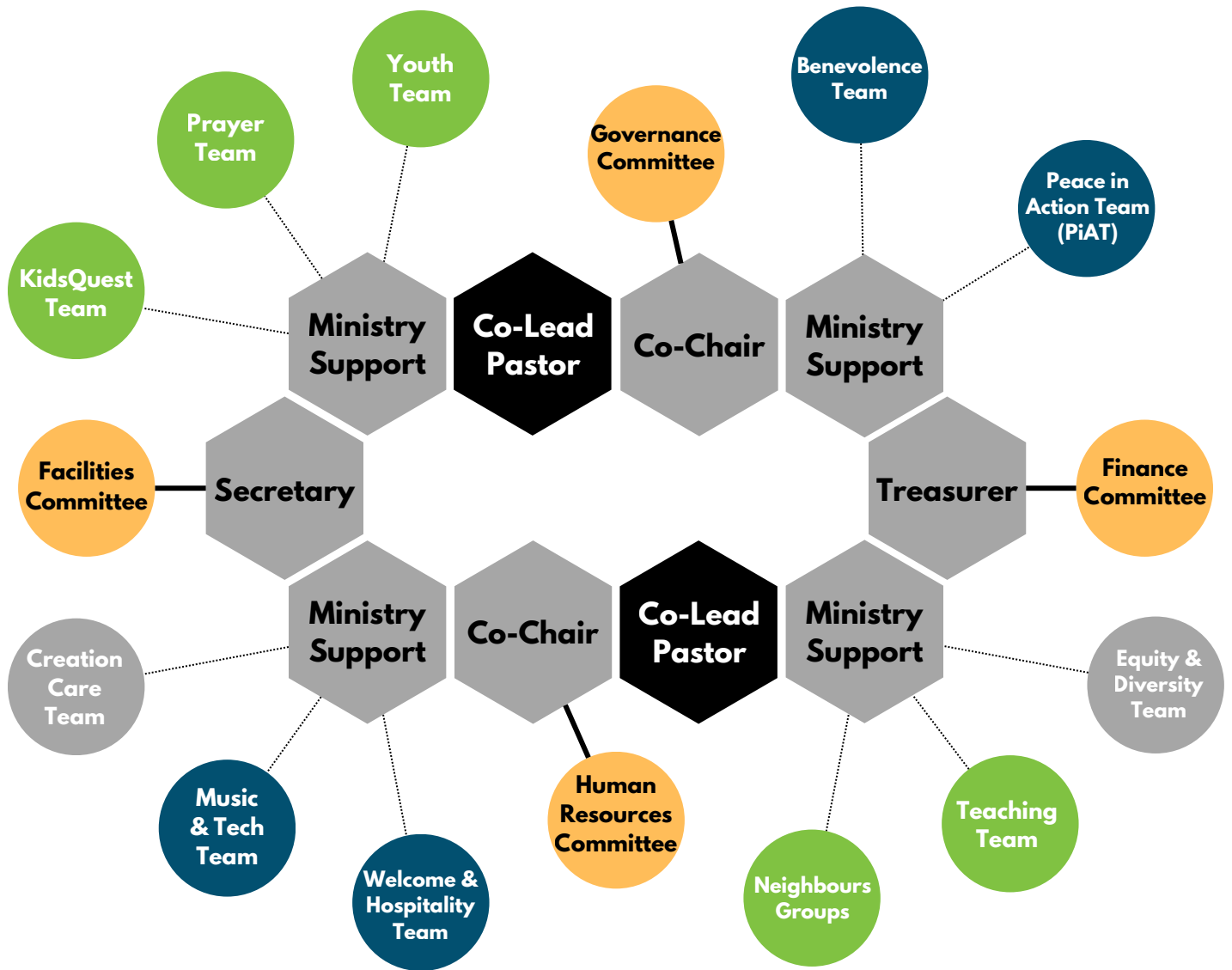
Stemming from our values, vision, and mission is the practice of shared leadership. We long to cultivate a Board culture of interdependence and diverse representation, where the varied gifts of people help us move forward together. These threads run through the whole model.

Shared leadership is a principle that distributes leadership responsibility, power, and influence, such that people within a team and organization lead collaboratively.

Mapping It Out

The following diagram (which we are calling our *Board Map of Teams and Committees*) presents an interdependent team environment including Board members (white hexagons), Co-Lead Pastors (brown hexagons), executive committees (tan circles), ministry teams (yellow, red, blue, and teal circles), and aspirational committees/teams in grey. We will describe each piece in detail below.

Board Map of Teams and Committees



The Board of Directors

The Board features eight different positions, each with a particular focus, particular areas of responsibility, and leaning on particular gifts or abilities. These are: two Co-Chairs, a Secretary, a Treasurer, and four Ministry Support positions. In addition, the Co-Lead Pastors sit as Ex-Officio members of the Board.

As a design principle, four of these positions are executive in that they focus on the more executive functions of the Board. These are the two Co-Chairs, the Secretary, and the Treasurer. The other four are positions focused on relational support to the various ministries of the church. Together, these eight Board members can resource and support the church for the work of ministry.

Co-Chairs

Role Overview:

- Collaborate with the other Co-Chair and the Co-Lead Pastors to prepare appropriate meeting agendas and ensure needed information and documents are gathered and distributed, in accordance with the timelines outlined in Board policies
- Ensure due process is followed
- Ensure all voices are given space to speak and be heard
- Function as a point person for communication within the team and to/from the community
- Ensure annual Board self-assessment, as well as individual members self-assessments for each board members is conducted annually
- One of the two Co-Chairs will sit on (and possibly Chair) the Governance Committee. The other Co-Chair will sit on (and possibly Chair) the Human Resources Committee.

Secretary

Role Overview:

- Ensure clear minutes and records are kept of all Board meetings, leadership community meetings, executive team meetings and membership meetings
- Keep proper records of all policies, transactions, membership and any other records required by by-laws, the CRA, and for Corporate Compliance
- Ensure minutes of meeting are circulated in the manner and time frame laid out in board policy, as well as made available to the community
- Ensure processes are in place for the proper maintenance, security and confidentiality of files and records
- Sit on (and possibly Chair) the Facilities Committee.

Treasurer

Role Overview:

- Monitor the financial activities of the church
- Ensure the complete and accurate records are kept of all of the church's financial matters in accordance with generally accepted accounting principles
- Act as a signing authority for the church in accordance with by-laws or by resolution of the Board
- Ensure the Board is provided with thorough quarterly reports on the financial position of the church
- Ensure the leadership community is provided with an accurate financial picture of the church at regular intervals
- Recommend a competent auditor to be appointed annually
- Collaborate with the auditor and the Board in reviewing and presenting annual audited statements
- Provide the community with an accurate financial picture of the church at the Annual General Meeting and at the budget approval community meeting, as well as be willing and able to answer questions pertaining to the finances of the church
- Sit on (and possibly Chair) the Finance Committee.

Ministry Support

Role Overview:

- Listen to and support various ministry teams
- Work collaboratively with other ministry support Board members to ensure all ministries are supported
- At Board meetings and leadership community meetings, resource and advocate for ministry teams
- At regular intervals, check in with ministry team leads on their wellbeing as well as the needs of their ministry team
- On a rotation, attend ministry team meetings to support and listen to the team
- Help ministry teams develop their ministry reports for the Annual Report
- Help ministry teams think creatively and generatively when it comes to setting goals and establishing priorities for the year
- Work collaboratively with the Co-Lead Pastors to bring forward ministry items to the Board

Co- Lead Pastors

This section details the responsibilities of the Co-Lead Pastors at a Board level. It is not the full extent of a role description of the Co-Lead Pastors. That comes later on in this report.

Role Overview:

- Participate as Ex-Officio and non-voting members of the Board
- Regularly connect with ministry team leads, reflecting the concerns and reports of those teams in a quarterly Pastoral report to the Board
- Bring accurate reports of the various ministry teams to Board meeting

- Support the Board in carrying out its governance functions and responsibilities
- Collaborate with the Co-Chairs in developing meeting agendas, and ensure needed information is gathered for distribution, in accordance with the timelines outlined in Board policies
- Support the Board in developing annual and long-term strategic plans
- Recruit, develop and manage paid staff & unpaid team leaders in a manner consistent with approved organizational and operational policies
- Manage and mitigate risks to the Church and to the Board

Standing Committees

The Board resources and supports the work of ministry in the church. While there may be other teams or committees struck for various reasons and purposes, the following standing committees operationally serve the work of our ministry.

Human Resources Committee

The purpose of the Human Resources Committee is to support staff and the Board around human resources. The following are some of the ways this is accomplished:

- Provide ongoing review and development of policies outlined in the Staff Handbook
- Make recommendations to the Board around staff compensation on an annual basis
- Connect staff with resources that contribute to physical, mental and spiritual well-being
- Identify hiring needs and recommendations to the Board
- Carry out hiring process according to our governance policies (i.e. create job descriptions, establish hiring teams, conduct interviews, check references, ensure onboarding process followed)
- Oversee/facilitate annual performance reviews of staff

Finance Committee

The purpose of the Finance Committee is twofold: to fulfill the financial responsibilities of Elevation as a Corporation and Charity, and to oversee the financial direction and health of our ministries and initiatives.

- Maintain accurate financial records using accounting software on a regular basis as needed
- Evaluate financial reporting sub-accounts annually
- File corporate income taxes and completing the financial audit in compliance with our by-laws
- Approve staff expenditures and processing reimbursements
- Review ministry budgets quarterly; providing each ministry with current balance sheet
- Monitor investment accounts, transferring funds, and making investment recommendations to the Board of Directors

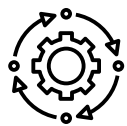
Facilities Committee

The purpose of the Facilities Committee is to support the Board through the ongoing review of facility usage and rental agreements, as applicable. The committee will oversee facility operations that pertain to the church and provide updates and recommendations to the Board pertaining to all aspects of church facility usage and needs.

Governance Committee

The purpose of the Governance Committee is twofold: to support the Board through the ongoing review and development of policies, and to oversee the search process to recruit and onboard new Board members. The following are some of the ways this is accomplished:

- Draft needed policies for the board; doing risk assessments, drafting policies and procedures to mitigate risk
- Review all policies on a three year cycle; suggesting needed updates and revisions to the Board, as well as drafting new policies that may need to be added
- Oversee the search team process including interviewing potential new Board members; reviewing the search process and suggesting revisions as required
- This team may also be tasked with helping with orientation and ongoing training for Board members



Part 4 - Governance Process

Two supplementary documents provide clarity on two key aspects of our proposed governance process. They are the Terms of Reference document (detailing how the Board makes decisions) as well as the Search Process (detailing how we populate and repopulate the Board). They can be found here:



**Terms of Reference for
the Board of Directors**

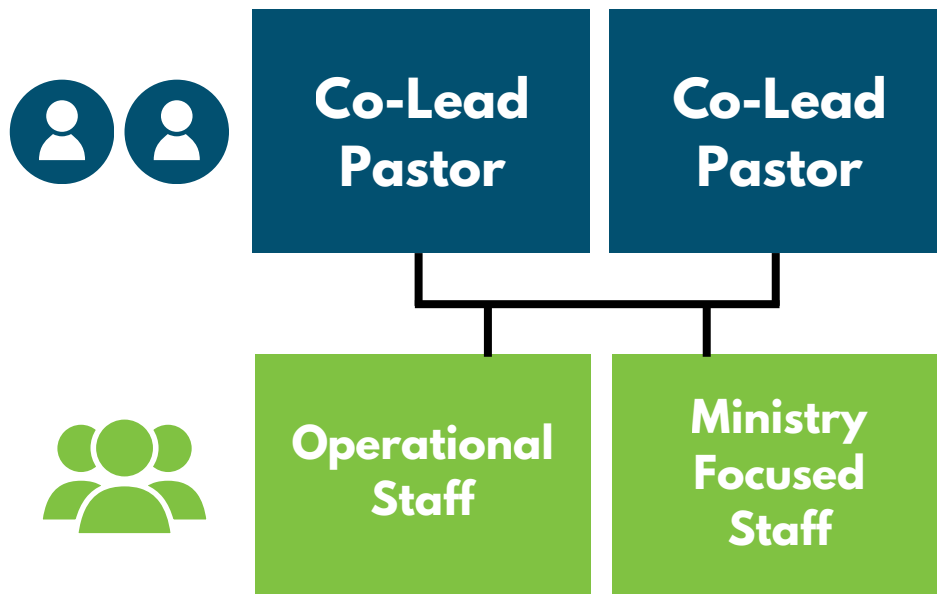


**Search Process
for Board Members**

Part 5 - Staffing Structure

A Shared Leadership Approach

When we consider the staffing resources needed to support, resource, and provide leadership to our community, along with our approved Values, Vision, and Mission, we believe that a Co-Lead Pastor model supported by operational coordination and specific ministry focused staff aligns best with our church community at this time. See Appendix D for a detailed comparison of staffing models that informed this model.



What follows is an overview of the areas of responsibility for each of these staffing categories.

Co-Lead Pastors

- Faith Formation (teaching, worship, liturgy, etc)
- Leadership Development (paid staff and unpaid community leaders)
- Community Spiritual Direction
- Community Development (Neighbours groups, networking, etc)

Although these areas fall under the responsibility of the co-lead pastors collectively, there will be some of these areas that will be held collaboratively and other areas where one of the co-lead pastors may take the lead. The distribution of these areas will be determined by the Board and Co-Lead Pastors, depending on the co-lead pastors' unique gifts, as well as the needs of the community. Regardless of how the responsibilities are held, our intention is that each co-pastor would hold equal authority and have the same number of hours assigned to their role.

Operational Staff

- Administrative support (for pastors, Board, teams)
- Financial and governance administration
- Communication (email, website, social media, etc)
- Community integration and connection
- Team organization (scheduling of teams, training, etc)

Ministry Focused Staff

- Visioning and formation of specific areas of ministry
- Team development (recruitment, training, team building, etc)
- Mentorship and discipleship within areas of ministry
- Community building and gathering (weekly programs, events, etc)

Guiding Considerations

The following considerations for this staffing model proposal flow out from the research and rationale (see Appendix D).

Balancing Guidance and Autonomy

- Feedback from current staff suggests that in order to thrive in their work, a balance of guidance and autonomy is critical. Support staff expressed a preference for clear role expectations paired with some degree of independence to make decisions within their job.
- Distribution of oversight of staff and responsibilities to the Board between the two Co-Lead Pastors could help to reduce burnout and facilitate a healthier work-life balance.

Collaboration

- This model embodies a collaborative approach by enabling staff to work within their giftings. By shifting more of the administrative functions of the church to operational support roles, Pastoral or Ministry Focused Staff can focus on the relational and formative aspects of their work.
- Pastoral, Operational and Ministry Focused Staff will need to work together and support each other in their roles for this model to function effectively.

Reporting

- Operational Staff and Ministry Focused Staff would report to the Co-Lead Pastors
- Co-Lead Pastors would report to the Governance Board

A Flexible Approach

- There is some flexibility built into this model that will allow the number of staff roles and hours assigned for operational coordinators and ministry leads to be adapted to the needs of the church as they change over time.
- In our commitment to the rhythm of ongoing evaluation and reflection, we recognize that changes in hours or responsibilities may be recommended at a later time. Any changes in this capacity would be made in a mutually agreed upon and collaborative way by church leadership and staff.

Appendix A - Subcommittee Mandate

Mandate for Transition Team Subcommittee: GOVERNANCE

Part 1: Using the lens of the values affirmed by our community, prepare a report to the Transition Team that outlines different board governance models for our church to consider. Based on this report, the Transition Team will decide on a model to propose to the Elevation community for a vote.

This subcommittee is asked to make decisions on their process by using a majority voting model (50% + 1). eg. in a team of 4 voting members, 3 out of the 4 members must agree.

Factors to consider (but not limited to):

- How shared leadership could be carried out
- Relationship to staff
- Communication needs
- Trust and partnership requirements
- Need for volunteer time, energy and skills
- Stability of structure
- Size of the team relative to church size

Possible Resources:

- Elevation's Governance Model Subcommittee Report
- Online research or interview churches that employ various models
- CCCC webinars on board governance
- Interviewing current and past steering committee members
- Bringing in an expert on board governance
- Summary of Credence and Co Report

Part 2: Once a governance structure has been affirmed by Elevation, this subcommittee is asked to prepare a detailed outline for how this model will be used in our church community.

Elements to include (but not limited to):

- Guidelines for board meeting frequency and structure
- Communication strategies
- Role descriptions (if applicable)
- By-law recommendations
- Strategies or resources for supporting the board

Appendix B - Subcommittee Mandate

Mandate for Transition Team Subcommittee: STAFFING

Part 1: Using the lens of the values affirmed by our community, prepare a report to the Transition Team that outlines different staffing structure models for our church to consider. Based on this report, the Transition Team will decide on a model to propose to the Elevation community for a vote. Each model will include role descriptions.

This subcommittee is asked to make decisions on their process by using a majority voting model (50% + 1). eg. in a team of 4 voting members, 3 out of the 4 members must agree

Factors to consider (but not limited to):

- How shared leadership could be carried out
- Cost (differences in compensation)
- Relationship to board
- Communication needs
- Trust and partnership requirements
- Need for volunteer time, energy and skills
- Stability of structure

Possible Resources:

- Online research or interview churches that employ various models
- Exit interview notes from previous staff members at Elevation
- Interviews of current staff members
- Interview previous members of Staff Partnership Committee
- Human Resource literature

Part 2: Once a staffing structure has been affirmed by Elevation, this subcommittee is asked to prepare a detailed outline for how this model will be used in our church community.

Elements to include (but not limited to):

- Guidelines for staff reporting and supervision
- Communication strategies
- Role descriptions
- Any by-law recommendations
- Strategies or resources for supporting staff

Appendix C - Methods & Research

Research Methods and Summary: GOVERNANCE

The Governance Subcommittee benefited greatly from the research done by a previous Governance Committee that presented its finding in 2021. Included in our rationale and support of this model are the recommendations from the 2021 Governance Report (pages 6-15 from that report):

Element A	Governance Model - describes the governance model (or hybrid of models) an organization uses to determine authority, decision-making, and accountability.
Current	Advisory governance board that is pastor led
Proposed	Collaborative governance board with shared leadership. No one voice on the governance body should be stronger than another
Rationale	<ul style="list-style-type: none"> • Affirming board members who bring different knowledge and skill sets to the table, a greater array of wisdom is gathered and shared • The board chair and lead pastor working collaboratively to prepare for board meetings can model and advance understanding of shared leadership.

Element B	Decision Making - describes the method for reaching decisions
Current	<ul style="list-style-type: none"> • Consensus, informal • By-Laws allow for formal vote when required for legal matters or CRA compliance
Proposed	<ul style="list-style-type: none"> • Consensus decision-making, following a structured process • Formal vote when required for legal matters or CRA compliance
Rationale	<ul style="list-style-type: none"> • Every person has wisdom and unique insights to speak into topics and issues raised • Every person needs to come prepared to share their thoughts, ideas, suggestions and concerns • No one voice is greater or lesser than anyone else's voice at the table • Decisions reached by consensus tend to have greater buy-in, and greater commitment to see the decision achieved

Appendix C - Methods & Research

Element C	Choosing Board Members - the process to establish qualifications for potential board members, and to define the procedures for finding, vetting and affirming board members
Current	<ul style="list-style-type: none"> • Somewhat informal process, decision of names to put forward for affirmation by the membership lies with the SC • By-Law section 3.04 – attributes and qualifications • By-Law section 3.05 – election process
Proposed	<ul style="list-style-type: none"> • Establish protocols and procedures for choosing new board members, • Including formation of a formal search team, comprised of representatives from both the board and the congregation • Search team to interview, vet, and recommend potential board members for affirmation by church members • Search team could help to on-board new members
Rationale	<ul style="list-style-type: none"> • Board members should be added in a way that brings specific expertise in areas of governance responsibilities, and is mindful of equity and diversity • Fill current gaps (skills and expertise) in board (for example someone with strategic planning skills to replace someone stepping off the board) • Search process needs to include engagement of the congregation as well as input from the board

Element D	Term Limits - determines the length of the term to be served, as well as the number of terms in a row that a board member may serve
Current	<ul style="list-style-type: none"> • Board members are affirmed for a three year term (By-Law section 3.06), with no more than two full terms to be served back to back (By-Law section 3.08) • There are exceptions. For example, currently there are term limit exceptions for historical members including the lead pastor's wife (note that she recently resigned from SC) and Treasurer.
Proposed	Establish firm board member term limits without exceptions. Board members will be affirmed for a two year term and may serve a maximum of three back to back terms before mandatory one year off

Appendix C - Methods & Research

Rationale	<ul style="list-style-type: none"> • Allows new voices and ideas to be heard • Reduces risk • Reduces burnout • Shorter term recognizes the trend in Canada for people to more readily commit to shorter volunteer commitments (Volunteer Canada)
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Element E	Number of Board Members - Established minimum and maximum number of board members
Current	Three minimum and nine maximum (By-Laws section 3.01)
Proposed	Goal of six board members serving at any given time. Allowance for a minimum of five members and maximum of nine members to be listed in by-laws
Rationale	<ul style="list-style-type: none"> • Currently significant range between minimum and maximum number • Too few or too many board members both make it difficult for the board to govern effectively • Minimum of three board members plus lead pastor would make it difficult to have the desired diversity and skill sets needed to carry out all the responsibilities of the board

Element F	Teams to Support Board - Teams designed to assist the board to carry out its governance responsibilities
Current	Three standing teams: Finance (governance function), Staff Partnership (governance function), facilities (management function)
Proposed	All governance teams be designed to serve specific governance responsibilities
Rationale	<ul style="list-style-type: none"> • Board needs to focus its governance / oversight responsibilities rather than on management / operational responsibilities • Establishing governance-focused teams (each led by a board member) enables more members of the congregations to become involved in a meaningful way

Appendix C - Methods & Research

Rationale	<ul style="list-style-type: none"> • It is a good training ground to get more people involved in this level of leadership, and prepares a greater number of people who can then apply to serve on the actual board • Having governance board teams fulfill management (ie. operational) functions can cause confusion
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Element G	Board Officers - Board members who are appointed to special duties and functions, over and above the basic duties and responsibilities held by board members
Current	Secretary, who also functions as the President of the Church for corporate purposes; Treasurer, who also functions as the church bookkeeper (By-Law section 5.02)
Proposed	Chair of the board to be held by a lay member. Secretary and Treasurer also to be held by lay members of the board.
Rationale	<ul style="list-style-type: none"> • Research points to the vital role a chairperson (who is a lay person) plays in a well functioning board (churchboardchair.ca) • Research also points to the executive members of the board as the ones leading strategic planning, and the annual performance review of the lead pastor

Element H	Role of Lead Pastor on Board - Describes the role the lead pastor has within the context of the governance board
Current	Chair of the board, set agenda, leads meetings; By-Law section 4.01
Proposed	<ul style="list-style-type: none"> • This proposed recommendation will be implemented for a trial period and be assessed after a 12 month period. • Lead Pastor attends all board meetings, representing church operations, but does not hold the title of board member.
Rationale	<ul style="list-style-type: none"> • Works collaboratively with the Chair to set board agenda • Pastor's voice is critical in speaking into all board matters but is not part of the final decision-making • Built-in sessions at each board meeting for voting to take place.

Appendix C - Methods & Research

<p>Rationale</p>	<ul style="list-style-type: none"> • Implementation process will include milestones/ checkpoints to evaluate the challenges/successes of the changes being implemented. The idea would be to identify issues and adjust/course correct as needed. • The goal is for collaboration and shared leadership. There is recognition that the lead pastor has a very strong and significant voice. A recurring concern is that the lead pastor’s voice has been the only voice in various matters in the past. By giving the steering committee the space to come to consensus • decisions without the lead pastor present, specifically over the next year, the steering committee will be able to establish the expected increase in responsibility as laid out in Recommendations A, B, C and G.
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<p>Element I</p>	<p>Lead Pastor Accountability - Describes who the lead pastor is accountable to, as well as the process for performance evaluation of the lead pastor</p>
<p>Current</p>	<ul style="list-style-type: none"> • Unclear, By-Law section 4.05 does include a process for removal of lead pastor, but does not speak to performance evaluations • Performance reviews do take place every 5 years
<p>Proposed</p>	<ul style="list-style-type: none"> • The lead pastor is accountable to the board • Chair of the board to team lead the annual performance review of lead pastor, and ensure all goals and supports are followed up
<p>Rationale</p>	<ul style="list-style-type: none"> • It is a governance responsibility of the board to hire the lead pastor, perform annual performance reviews, and if necessary terminate the lead pastor • To assist the lead pastor to build on strengths, and to address weaknesses • To clarify lines of accountability for the board, staff and members, including clarity on process for reporting grievances or concerns to the appropriate body

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Element J	Board Accountability - Describes who the governance board is accountable to, as well as the process for performance review of the board
Current	Not clear at present
Proposed	<ul style="list-style-type: none"> • Clear statement that the board is accountable to congregation • The board to perform a board audit at least every other year
Rationale	<ul style="list-style-type: none"> • Critically important for all board members to learn and embrace: • The principles and best practises of a governance board • The responsibilities of a governance board • The crucial role board members play in creating and sustaining a culture of shared leadership and collaboration • Clarifies lines of accountability for members of the church • Ensures the best interests of the congregation are kept in the forefront

COMMUNITY SURVEY DATA

Another factor that was considered in the development of this model was the Community Decision Making Report data provided by our research subcommittee. While this particular model focused more on the structure of our leadership and Board, we were mindful of the results and recommendations within the report. We anticipate that part two of our Governance Committee will draw further on this report and its recommendations.

Appendix D - Methods & Research

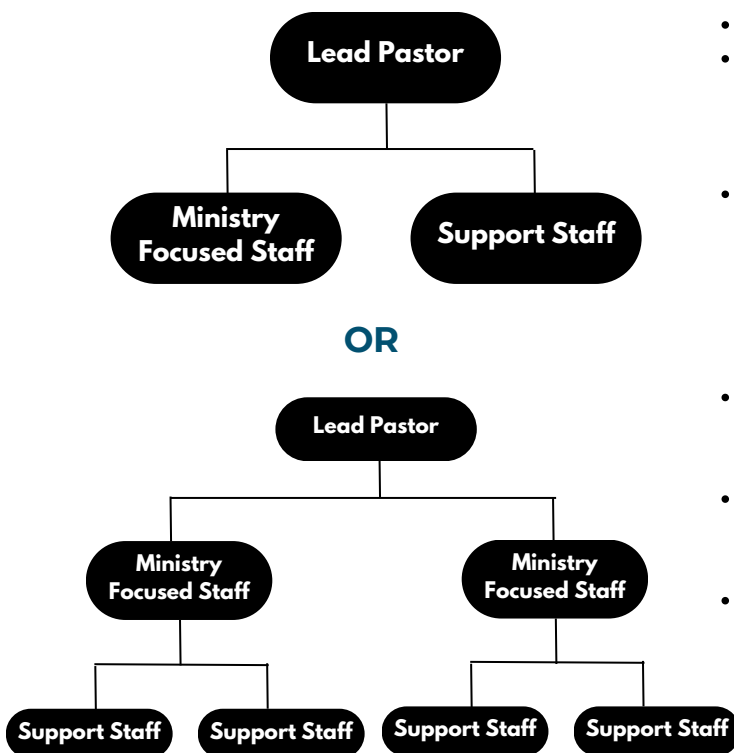
Research Methods and Summary: STAFFING

The Staffing Subcommittee employed the following research methods:

- Gathered research around these various models by exploring current literature on church staffing structures, interviewing staff from other churches that employ these models, consulting with current staff at Elevation, reviewing exit interviews conducted with previous Elevation staff and reading the Credence and Co. Governance and Staff Management Assessment and Recommendations Report that was completed for our church in 2020.
- Completed a review and analysis of three different church staffing structures (Lead Pastor model, a Co-Pastoral model, and a Polycentric Pastoral model) by assessing the alignment of each model with our community's values, vision and mission, and by considering the opportunities, risks and practical implications of each model.

The following pages of the Appendix include a summary of the research that was completed by the Staffing Subcommittee. This summary includes structural comparisons, values comparisons and practical comparisons.

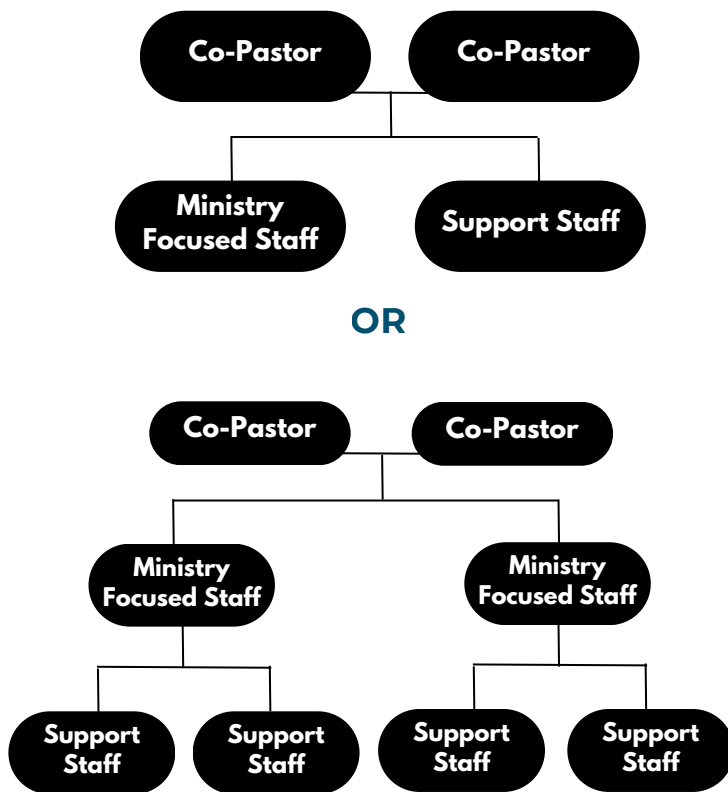
Structural Comparison - LEAD PASTOR MODEL



- Hierarchical model with a single lead pastor in charge
- Lead Pastor delegates responsibilities to ministry and support staff, but at staff level will be ultimately responsible and has final decision making power as it pertains to the functioning of ministries
- Lead Pastor Oversees:
 - spiritual leadership and vision
 - formation (teaching, liturgy, etc)
 - pastoral care
 - leadership development and management of staff
 - community engagement
- Ministry Focused Staff Oversee:
 - various ministries (may hold the title of pastor as well, depending on how this is defined)
- Support Staff Oversee:
 - administration, communication, or technical support
- Variants:
 - support staff may be considered equal in responsibility level to ministry staff and report directly to lead pastor
 - alternatively, support staff may hold a lower level of responsibility and report to ministry focused staff

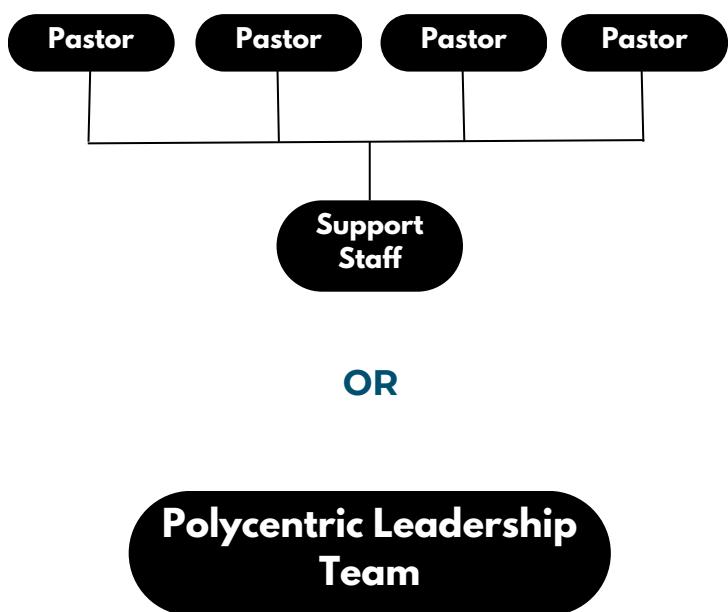
Appendix D - Methods & Research

Structural Comparison - CO-PASTOR MODEL



- Hierarchical model, but with two people sharing lead pastor role
- Co-pastors may each have distinctive roles/job descriptions or they may also simply share a lead pastor job description and delegate tasks between themselves more flexibly (e.g., according to fluctuations in workload and/or individual skill sets/gifts)
- Co-pastors must share decision making power between them, but each retains greater power relative to ministry/support staff
- Areas of oversight for co-pastors, ministry focused staff and support staff respectively are the same as above (Lead Pastor model)
- Variants: Support staff may be considered equal in responsibility level to ministry staff and report directly to co-pastors or alternatively, support staff may report directly to ministry focused staff

Structural Comparison - POLYCENTRIC TEAM MODEL



- Polycentric model where all of the work of ministry is shared by a team of equals. The term polycentric means multiple centers, and it refers to the locus of power being held by each team member equally
- Pastors may have distinctive roles/job descriptions or they may share all/ some areas of responsibility and internally delegate tasks (e.g., according to fluctuations in workload and/or to individual skill sets/gifts)
- May use spiritual gift assessment tools (e.g., APEST), personality assessments (MMPI, Enneagram) or professional strengths evaluations (e.g., Birkman Inventory) to try to ensure there is a distribution of gifts represented at this level
- Variants: Support staff may be supervised and report to all pastors/one or more designated pastor(s), or the team might have a completely flat structure
- This variant would be the highest degree of shared power - equal power held by each member of the whole team, regardless of title of pastor

Appendix D - Methods & Research

Values Comparison - LEAD PASTOR MODEL

Value	Summary
Embracing Spirit-Led Direction and Growth	<ul style="list-style-type: none"> • Model may reinforce assumption that Holy Spirit speaks most clearly/often to Lead Pastor • Requires a high degree of self-awareness to approach leadership with humility (actively evaluating and correcting instances or tendencies toward egotism/narcissism) • Requires strong interpersonal/relational skills to actively seek out ways the Spirit may be speaking/moving to and in others
Embodying Justice, Equity, and Good News for All	<ul style="list-style-type: none"> • Power differentials inherent in this model increase risk of instances of harm/oppresion/discrimination; requires clear external process for grievances • Less built-in accountability (i.e., by peers at same responsibility level); this must be created in governance • Requires high degree of self-awareness (to evaluate/correct egotism/narcissism) • Requires strong skills in conflict resolution and peacemaking to ensure these values are reflected in staff team
Cultivating Diversity and Inclusion	<ul style="list-style-type: none"> • Single decision-making model can limit opportunities for input of more diverse perspectives, experiences and ideas, • Inherent optics of this model convey less value placed on diversity and inclusion • Reinforces a clergy-centric model, which can diminish the value of input by others
Nurturing Interdependent Community	<ul style="list-style-type: none"> • Reinforces a clergy-centric model, diminishes the role of lay leaders and community participation • Inherent optics of this model do not convey collaboration to or with the community; must be intentionally communicated in other ways
Living Generously Beyond Ourselves	<ul style="list-style-type: none"> • Requires broad network of connections and awareness of what is happening beyond our church, harder for a single individual to build/maintain • Lead pastor can model generosity within the staff team

Appendix D - Methods & Research

Values Comparison - CO-PASTORAL MODEL

Value	Summary
Embracing Spirit-Led Direction and Growth	<ul style="list-style-type: none"> • Co-leaders can learn from each other, broadening their understanding of various perspectives, experiences, and views • May still reinforce assumption that Holy Spirit more clearly/frequently speaks to Pastors, but models this being shared • More built-in accountability/confirmation for leading of Holy Spirit • Dependent on personality: requires humility, curiosity, the willingness to listen and to trust to be successful
Embodying Justice, Equity, and Good News for All	<ul style="list-style-type: none"> • Models greater equity in leadership: more than one voice and perspective being represented in decision making for the church • Model still has a power differential (co-pastors at top of hierarchy), but reduced, and sharing that power provides built-in accountability (i.e., by peers at same level of authority) • Models conflict resolution and peace-making between co-pastors • Still requires strong skills in conflict resolution and peacemaking to ensure these values are reflected in staff team, but this responsibility is shared between the co-pastors
Cultivating Diversity and Inclusion	<ul style="list-style-type: none"> • Allows for greater diversity of gifts, perspectives, experiences, at Lead Pastoral level • To the degree that the co-pastors come from diverse backgrounds (race, gender, ethnicity, sexual orientation, age) it can signal a more inclusive approach to leadership, and as such invites a more diverse congregation
Nurturing Interdependent Community	<ul style="list-style-type: none"> • Integrity, honesty, transparency and collaboration are required for this type of shared leadership structure to be healthy and successful
Living Generously Beyond Ourselves	<ul style="list-style-type: none"> • With two people, easier to build/maintain a broad network of connections and awareness of community needs • A healthy co-pastoring relationship models generosity to each other, which reinforces that value within staff team and to the community

Appendix D - Methods & Research

Values Comparison - POLYCENTRIC TEAM MODEL

Value	Summary
Embracing Spirit-Led Direction and Growth	<ul style="list-style-type: none">• With a greater number of people at the decision making table, reinforces assumption that Holy Spirit can speak in variety of ways/variety of people (even more so if team is not all Pastors); less work required to seek this out• Greatest degree of built in accountability/confirmation of leading of Holy Spirit
Embodying Justice, Equity, and Good News for All	<ul style="list-style-type: none">• Models greatest degree of equity in leadership: multiple voices and perspectives being represented in decision making for the church• Models conflict resolution and peace-making between multiple pastors/leaders
Cultivating Diversity and Inclusion	<ul style="list-style-type: none">• Allows for greatest diversity of gifts, perspectives, experiences, gender, race, sexual orientation, greatest opportunity for signalling a more inclusive approach to leadership, which invites a more diverse congregation
Nurturing Interdependent Community	<ul style="list-style-type: none">• Models interdependence in leadership: team members must collaborate on big picture decision making• Increased autonomy of team members requires transparency, and regular check-ins for mutual accountability,
Living Generously Beyond Ourselves	<ul style="list-style-type: none">• Building/maintaining network of connections and knowledge of needs of the community is most easily built with larger number of people to carry it• Will likely require greater collaboration to consider a greater number of opportunities and establish priority of needs

Practical Comparison - LEAD PASTOR MODEL

<p>Opportunities or Advantages</p>	<ul style="list-style-type: none"> • Clean and simple organisational structure: with a linear line of accountability flowing up to the lead pastor and the lead pastor accountable to the board • Usually a full-time position so potentially more applicants to consider for hiring • Streamlines decision making processes. a single pastor can respond (with less consensus needed) more quickly to circumstances that arise • Vision can be easier to establish and cast with a leadership of one
<p>Limitations or Risks</p>	<ul style="list-style-type: none"> • A lot of power and responsibility in the hands of one person • Can centre that one person in the life of the church (identity of church as synonymous with pastor) • Decisions may be made (consciously or unconsciously) in the best interest of the lead pastor • Possible growth of ego / narcissism with the lead pastor • For efficiency, lead pastor may make decisions with less input from others • Potential gaps in accountability • Potential for burnout of the lead pastor and creating a succession plan is more challenging
<p>Cost</p>	<ul style="list-style-type: none"> • Lead pastor draws largest salary and ministry staff draw less depending on responsibility relative to lead pastor, as well as experience/seniority • Potentially can be carried by one paid staff member (at a minimum)
<p>Communication</p>	<ul style="list-style-type: none"> • Low: Information all flows to/through the lead pastor so that they can make fully informed decisions
<p>Trust & Partnership Requirements</p>	<ul style="list-style-type: none"> • Within staff team: low needed as decision making authority and responsibility lie with lead pastor • But for this model to work within our values, a high level of trust would be required to mitigate risks associated with the inherent power differential between lead pastor and rest of staff • Lead Pastor model relies on a high level of trust from the community; if broken, consequences are dire
<p>Relationship to the Board & Decision Making</p>	<ul style="list-style-type: none"> • The Lead Pastor is usually on the board (may be non-voting) and the point of communication between the board and other staff • Lead pastor may choose to solicit input from ministry staff, but retains sole decision making power as it pertains to the practical functioning of ministries (and this needs to be well-defined) • Comparatively, high level decisions still need to be made by board, but pastor may have great deal of influence especially in consensus model
<p>Stability of Structure</p>	<ul style="list-style-type: none"> • Unstable - dependent on one single leader and vulnerable to collapse if that leader leaves • Stable - less vulnerable to relational dynamic problems • May experience higher employee turnover if staff feel micromanaged
<p>Efficiency</p>	<ul style="list-style-type: none"> • Can create small paid ministry staff or support staff roles to fill gaps at lower cost, so may require less in terms of volunteers • Decisions require less input so can be made faster

Practical Comparison - CO-PASTORAL MODEL

Opportunities or Advantages	<ul style="list-style-type: none"> • Clean organisational structure, with a linear line of accountability and reporting up to the co-pastors, and co-pastors accountable to each other and to the board • Plurality of leadership provides additional accountability and greater diversity of gifts, perspectives, experiences, gender, race, sexual orientation at this level • Shared burden bearing can help mitigate burnout in pastors • Allows for more flexibility of schedules which can contribute to healthier rhythms, better work-life balance • Potential for more community connection/care when this is shared by 2 people
Limitations or Risks	<ul style="list-style-type: none"> • Can lead to divided loyalties within the team, and/or congregation (e.g., if one pastor has stronger relational skills, or more prominent/visible role, pre-existing tenure, or if there is known dissension on an important issue) • Need for consensus can slow down decision making • Requires co-pastors who have skills and preference to work as a team rather than individually
Cost	<ul style="list-style-type: none"> • Both pastors should be compensated at lead pastor comparable levels • Costs could be lowered by having two reduced-time/bivocational pastors
Communication	<ul style="list-style-type: none"> • To share leaderships as co-pastors, high need for frequent, deep, open and transparent open and transparent communication with one another • Co-pastors will need to develop a clear plan for sharing information to ministry leaders and community in order to reduce communication gaps and mitigate confusion or disunity within the community
Trust & Partnership Requirements	<ul style="list-style-type: none"> • Requires higher level of trust among pastors in order to share leadership; symbiotic mutual accountability • Co-pastors need to have strong skills in relationship building, active listening, and collaborative problem solving and embrace being flexible and adaptable • Equal input and consensus needed on church vision, direction and major initiatives
Relationship to the Board & Decision Making	<ul style="list-style-type: none"> • Both Pastors are usually on the board or report to the board • In some variations of this model, one pastor is designated as the liaison to the board • Co-pastors may choose to solicit input from ministry staff, but share decision making power between the two of them • In cases of disagreement, may require a decision making tree (i.e what decisions require consensus versus deferring to one or other co-pastor depending on areas of responsibility/gifting)
Stability of Structure	<ul style="list-style-type: none"> • When healthy it can lead to stability as the two pastors support each other • When one member leaves, both jobs often fall on the remaining pastor which has the potential to lead to burnout
Efficiency	<ul style="list-style-type: none"> • Supervision can be split between co-pastors to increase efficiency • Increased efficiency: reduces bottlenecking of decision making and communication • Decreased efficiency: more time required of co-pastors with higher collaboration needs

Practical Comparison - POLYCENTRIC TEAM MODEL

<p>Opportunities or Advantages</p>	<ul style="list-style-type: none"> • Highest representation of diverse gifts - where no one gift is elevated above the others • Models shared leadership for and with the community • Minimized hierarchy may lead to community members and part-time staff feeling more empowered to bring their voices forward and foster the development of their gifts • More part-time roles facilitate opportunity for staff to be bi-vocational and/or have work/life balance
<p>Limitations or Risks</p>	<ul style="list-style-type: none"> • Often leans heavily on part time staff, which can lead to high turnover as staff move seek financial stability in a full time position elsewhere • Requires healthy culture for disagreement - otherwise, priority may be put on maintaining peace within the team, which may result in team members not feeling comfortable to express their needs or emotions • Potential lack of resources to sustain this model in an equitable manner
<p>Cost</p>	<ul style="list-style-type: none"> • Salary is tied to responsibility and experience/training • All staff are not necessarily paid the same, but pay should be transparent and set according to factors set out ahead of hiring such as a salary grid • Potential for costs to be reduced by having unpaid staff as part of the shared leadership model
<p>Communication</p>	<ul style="list-style-type: none"> • Higher need for communication among staff members • Would require clear guidelines to ensure information flows well within the team and to the broader church community
<p>Trust & Partnership Requirements</p>	<ul style="list-style-type: none"> • As no lead pastor, requires a higher level of trust among staff members to ensure work is completed and shared fairly • Where there is low trust, can create unhelpful power dynamics
<p>Relationship to the Board & Decision Making</p>	<ul style="list-style-type: none"> • There may be a designated liaison to the board, or each staff member may report separately to the board • Decentralized Decision Making: team members look to come to a consensus on major decisions and defer or delegate other decisions to team members based on scope or role/skill set • Increase need in capacity and skill of board to provide governance to both individual leaders and the team
<p>Stability of Structure</p>	<ul style="list-style-type: none"> • Structure is not reliant on one person, so easier to stabilize during staff transitions • Unstable if there are power imbalances or unhealthy internal dynamics
<p>Efficiency</p>	<ul style="list-style-type: none"> • When there is disagreement that can not be resolved, decisions may be deferred until consensus can be reached (slows progress of team) • The more staff added, the potentially slower the decision making becomes • Unpaid staff/leaders could help to shared the workload

Proposal for a Shared Leadership Model

After synthesizing the information gathered, comparing directly to our church's newly proposed values, and performing a risks/opportunities analysis, this subcommittee found that the greatest risks associated with the Lead Pastor Model directly misalign with our church's values, whereas the greatest opportunities of both the Co-Pastoral model or Polycentric Leadership Team model directly align with these values. Both of the latter two models inherently involve shared decision making, increased accountability, and opportunity for a wider diversity of experiences and skills on the team. These align with our values by reinforcing a belief that the Holy Spirit can move and speak in various ways and to various people, modelling greater equity and justice at our highest levels of leadership, contradicting a clergy-centric model by emphasizing interdependence of responsibility for spiritual growth, and providing built-in checks and balances to protect against harm, oppression and discrimination.

Although we believe that a healthy version of the Lead Pastor model is possible with a very high degree of intention and effort to mitigate the risks and possible misalignments, the consequences for such direct misalignment are felt to be too detrimental to all the work undertaken by those involved in this Transition process. The main risks that must be mitigated within the Co-Pastor or Polycentric Team model are a dependence on personality factors and reduced efficiency in decision-making; these risks are considered acceptable, and more mitigable in an implementation plan.

A practical comparison that evaluated aspects such as efficiency, communication requirements, decision making and relationship to the board, suggested that between the two, a Co-Pastoral model may support our church best at this given time. As Elevation is embracing many new changes this year, the staff may benefit from having a more defined reporting and mentorship structure that a co-pastoral model could provide. Additionally, as a new governance board works to implement its own recommended changes, developing a working relationship with just two staff leads may be more manageable (eg. coordinating meeting schedules, timeliness in decision making, maintaining communication).

This is an overall guiding model and the actual staffing structure (number of staff in operational coordinators and ministry leads, hours for each role, responsibilities within each) will need to be evaluated and revised as the church's needs or size may change over time.