



The Shape and Structure of Leadership at Hillside

Governance Model

Approved by the Hillside Community
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Hillside London

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Part 1: The Elder Board

What is an Elder Board?

We might be familiar with the titles of “Elder” and “Board member”. Elders are those who oversee, who look out for the spiritual needs, priorities, and direction of the community. Board members focus on the operational and organizational needs of the church as a charity in Canada. At Hillside, our Elders are also our Board members. Members of this team wear both hats, but it is still important to speak to both of these functions with specific language. Together they make up our Elder Board.

The Priorities of Our Elder Board

When we consider the work of leadership - and specifically a Board of - we can look at one main priority and several priorities that flow from this. Our main priority is the work of ministry. This is our purpose as a church. To support this work of ministry, a Board 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. And each of the five areas of oversight needs our ongoing attention. The following describes in broad strokes what each of these five areas entails:

Financial Responsibility

The Elder Board is committed to providing regular financial updates, spearheading the creation of an annual budget, making decisions about our financial assets, and providing audited statements to the membership at the Annual General Meeting (AGM).

Human Resources

The Elder Board is committed to providing a safe and healthy working environment for our staff, providing ongoing review and assessment of our staff including regular performance reviews based on their job description, considering what fair compensation looks like for our staff, and helping our staff grow as individuals and as a team.

Foundational Ideas

The Elder Board is committed to the ongoing review of our foundational ideas of a church including theology, values, vision, and mission, giving direction to the teaching team to ensure these ideas are communicated consistently, as well as providing opportunity for people from the Hillside community to speak into these ideas.

Strategic Planning

The Elder Board is committed to the ongoing development and review of a plan that will move Hillside towards its goals, developing both shorter and longer term goals that flow out of our values, vision, and mission, as well as communicating how we are doing with regard to these goals.

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 Elder Board to facilitate evaluation and review, the Elder Board may choose to involve other voices and perspectives in the process.

The Shape of Our Elder Board

Currently our Elder Board is a six (6) member team. This is a good number for the size of the Hillside community. Within this team are three distinct roles: the Board Chair, the Vice Chair, and the Secretary. This leaves three members of this team without a clear sense of focus, and, as such, we propose to pilot specific roles for the Elder Board moving forward. These roles look like:

- a Board Chair;
- a Vice Chair & Staff Support;
- a Secretary;
- three Ministry Support roles.

As a design principle, three of these positions focus more on the executive and operational functions of the Elder Board. These are the Chair, the Vice Chair & Staff Support, and the Secretary. The other three are positions focused on relational support to the various ministries of the church. Together, these six Elder Board members can resource and support the church for the work of ministry.

Chair of the Board role overview

- Collaborate with the Vice Chair and 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;
- Work with the Nomination Committee to seek out future Elder Board members;
- Work with (and possibly chair) the Finance Committee and our treasurer to bring accurate financial information to the Elder Board team.

Vice Chair & Staff Support role overview

- Support the Chair of the Board in the preparation of meeting agendas;
- Chair Elder Board meetings in the event the Chair of the Board cannot attend, ensuring due process is followed and all voices are given space to speak and be heard;
- Connect with the staff at regular intervals to be a listening ear to how things are going in the staff environment;
- Work with (and possibly chair) the Human Resources Committee to engage in the ongoing review of all staff, as well as helping fill vacant staff positions through a hiring process.

Secretary role overview

- Ensure clear minutes and records are kept of all Elder Board meetings, leadership community meetings, and membership meetings (ie, the AGM);
- 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;
- Ensure processes are in place for the proper maintenance, security and confidentiality of files and records;
- Work with the Building Committee and the Administrator to ensure our facilities are in good order, and rentals are accounted for.

Ministry Support role overview

- Each role will support two (2) of the six (6) Ministry Coordinators (see Part 3: Leadership Community for more about these roles), providing a listening ear and encouragement;
- Listen to and support various assigned 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 and their work;
- Help Ministry Coordinators develop their ministry reports for the Annual Report;
- Work collaboratively with the Co-Lead Pastors to bring forward relevant ministry items to the Elder Board.

Figure 1: The Elder Board



Together in these roles, the Elder Board provides a diverse blend of gifts, skills, and competencies. Each of these roles plays an important part of the Elder Board. None is more important than the others.

Part 2: Co-Pastors

A Shared Leadership Approach

When we consider the staffing resources needed to support, resource, and provide leadership to a community like ours, we believe that a Co-Lead Pastor model supported by an Administrator and specific Ministry Coordinators is the best path forward.

Together these two Co-Lead Pastors will give leadership to:

- Faith Formation (teaching, worship, liturgy, etc)
- Leadership Development (paid staff and unpaid community leaders)
- Community Spiritual Direction
- Community Development (Hubs, networking, local partnerships, 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, even if just for a season. The distribution of these areas will be determined by the Elder Board and Co-Lead Pastors, depending on the unique gifts each Co-Lead Pastor has, factoring in the needs of the community. Regardless of how the responsibilities are held, our intention is that each Co-Lead Pastor would hold equal authority and have the same number of hours assigned to their role.

Equality, Mutuality, and Responsibility

A key aspect of this model is sharing power that aligns with our view of God (as expressed in the Trinity) and our view of the church (as an interdependent body). The traditional Lead Pastor model gravitates toward concentrated and centralized power, whereas a Co-Lead Pastor model shows that we need each in healthy ways.

Flowing out of this is a need for balanced responsibility. Both Co-Lead Pastors will share equally in the areas of faith formation, leadership development, community spiritual direction, and community development. This means that both will provide leadership to Hillside's teaching team, both will teach at about the same frequency, and both will be non-voting, *ex-officio* members of the Elder Board; together, both will share in providing pastoral leadership to Hillside.

Equal Hours

Another key aspect of this model is that both Co-Lead Pastors maintain the same working hours. It is nearly impossible to maintain a sense of equality, mutuality, and responsibility when one person is working 25 hours and the other is working 40 hours. There may be seasons in the life of Hillside when the hours of both Co-Lead Pastors will need to be changed. Again, these discernment conversations will be held between the Elder Board and the Co-Lead Pastors.

More Gifts Represented

Another fantastic aspect of this model is that it offers more diversity and a greater range of gifts to the community. A typical Lead Pastor model offers a single set of gifts to the community, whereas a Co-Lead Pastor model offers two unique sets of gifts to the community. That subtle shift can lead to a wide variety of gifts that can help lead Hillside forward.

Rhythms of Work & Rest

Finally, the idea of balancing work and rest is another great aspect of this model. With two Co-Lead Pastors, Hillside can help support healthier rhythms of work and rest for our Pastors. In busy seasons or when crisis strikes, one can take the lead while the other takes a much needed rest. This model can provide greater support for vacation coverage, sabbatical, and it can navigate the ebb and flow of life's demands with greater ease and grace.

Co-Lead Pastor Model

As an Elder Board and approved by the Hillside community, we have made the decision to move to two 25 hour Co-Pastors, supported by an Administrator.

Members of the Board

Finally, both Co-Lead Pastors will serve on the Elder Board in a non-voting, *ex-officio* capacity. Both will have a voice on the Elder Board, but neither will have a vote on board matters. There may be times when the Elder Board will need to meet without one or both of the Co-Lead Pastors present.

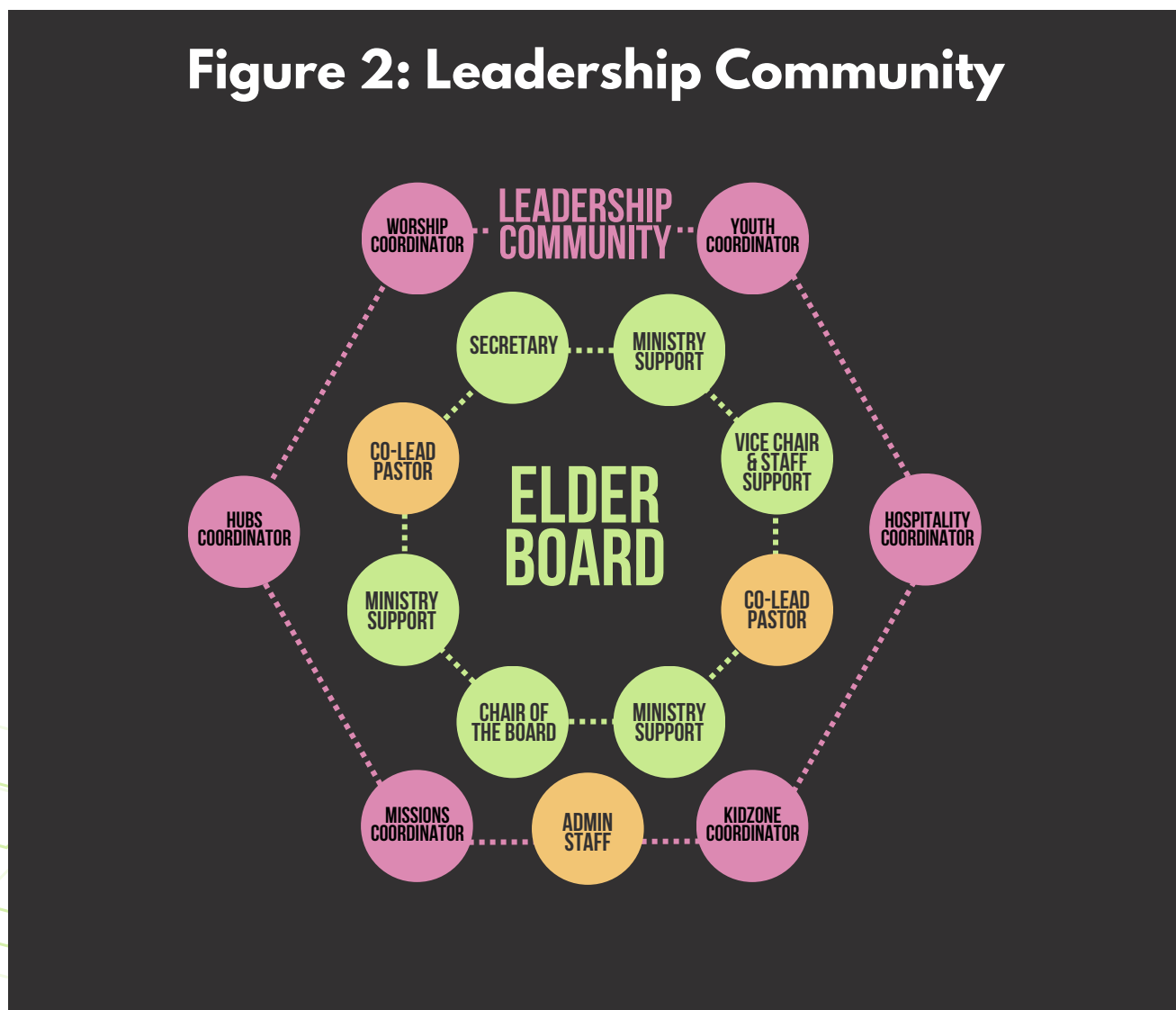
Part 3: Leadership Community

One new feature of this model is the creation of a wider table for some decisions. We're calling this our Leadership Community, and it is a larger representation of Hillside leaders that includes: our six Elders, our two Co-Lead Pastors, our Administrator, six Ministry Coordinators (detailed later on in this section), and a representative from each of our board subcommittees (see Part 4: Good Governance for more on these committees) present.

This team will meet a couple times a year for Leadership Community retreats that focus on specific communal discernment, setting a plan for the coming year, and reflecting on how we are doing as a church.

Leadership community gatherings will be facilitated and led by the Co-Lead Pastors.

Figure 2: Leadership Community



Administrator

The third member of our staff team will be an Administrator. This person will help anchor and support the Elder Board, the Co-Lead Pastors, the Leadership Community, and the needs of our facility (including rentals). They will also be part of this wider Leadership Community table.

Ministry Coordinators

One of the features of this model is the creation of volunteer Ministry Coordinator positions. Supported by the Elder Board, its Ministry Support roles, and the Co-Lead Pastors, these six roles will help provide much needed leadership and oversight to the many team-based ministries happening at Hillside.

These six roles are:

- a **Worship Coordinator** to support, schedule, and resource our ministry of worship;
- a **Youth Coordinator** to spearhead and launch some initiatives, activities, and events for young people in our community and in the neighbourhood;
- a **Hospitality Coordinator** to support our longing to be a welcoming community through nametag Sundays, potlucks, greeting, the cafe, and the giving centre;
- a **Kidzone Coordinator** to resource, empower, and schedule our ministry to kids and families;
- a **Missions Coordinator** to connect with local partners in mission, support the creation of a benevolence team, and help us care for creation;
- and a **Hubs Coordinator** to support, resource, and encourage hubs and hub leaders to create meaningful, interdependent community in smaller communities spread across our region.

These six Ministry Coordinators will be selected by the Elder Board and will serve on a two (2) year term with option for staying on for successive years. Ideally, this will happen at an AGM, but circumstances might mean naming someone to one of these roles between AGMs.

Role Descriptions

We will aim to provide specific descriptions of each of these roles in the coming months, should this proposed Governance model be supported by the Hillside community.

Part 4: Good Governance

More Voices, Greater Expertise

While it is our aim to have a diversity of gifts, skills, and competencies around our Elder Board, we recognize this team cannot be experts in all areas. There are three areas in particular that would benefit from having more people involved, each with specific expertise. These three areas are:

- financial responsibility through the ongoing support of a **Finance Committee**;
- human resources through the ongoing support of a **Human Resources Committee**;
- and our facilities at 138 Thompson Road through the ongoing support of a **Building Committee**.

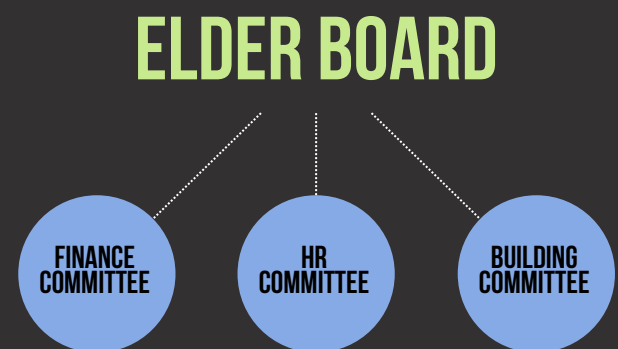
Standing Committees

These three committees represent good governance, supporting the Elder Board with specific expertise in their respective areas. As such, these committees will be standing committees, meaning they will be operational year round. Like our Ministry Coordinators, we will ask individuals to serve on one (1) year terms with the option of staying on for successive terms. Ideally, this will happen at an AGM, but circumstances might mean naming someone to one of these roles between AGMs.

Temporary Committees

There are also situations where the Elder Board may need to create a temporary committee for a particular task. An example of this is the creation of a *nomination committee* to help find and onboard new Elder Board members. When a temporary committee is struck, the Elder Board will provide with them a *Terms of Reference* that clearly states the purpose and mandate of this committee. When that mandate is completed, the committee will dissolve.

Figure 3: Standing Committees



Human Resources Committee

The purpose of the Human Resources Committee is to support staff and the Elder Board in the area of 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 Elder 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 Elder Board;
- Carry out hiring process according to our governance policies (i.e. create job descriptions, establish a hiring committee, conduct interviews, check references, ensure an on-boarding process is followed);
- Oversee/facilitate performance reviews of all staff including a 360 review of each Co-Lead Pastor every other year.

Finance Committee

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

- Work closely with our treasurer and bookkeeper to maintain accurate financial records using accounting software on a regular basis as needed;
- Evaluating financial reporting sub-accounts annually;
- File corporate income taxes and completing the financial audit in compliance with our by-laws;
- Approve larger expenditures and process reimbursements;
- Review ministry budgets quarterly; providing each ministry with current balance sheet;
- Providing accurate financial information to the Elder Board in a timely manner;
- Monitor investment accounts, transferring funds, and making investment recommendations to the Elder Board.

Building Committee

The purpose of the Building Committee is to support the Elder Board through the ongoing review of facility usage, the ongoing maintenance of our building (inside and out), and identifying shorter and longer term repairs as applicable including:

- Conducting a thorough walkthrough and review of the building (including the outside space of our property) at least twice a year, providing concerns and recommendations to the Elder Board;
- Proactively considering anticipated renovation and replacement costs and providing recommendations to the Elder Board;
- Repairing and tending to the building when we have the resources in house or when the costs are within the approved budget;
- Seeking out and securing quotes for ongoing building needs such as our HVAC system or a roof management company (to tend to the ongoing maintenance and cleaning of our flat roof);
- Organizing Hillside work days to help with general maintenance, the aesthetics of the building (inside and out), and small repairs that can be easily made.



Part 5: A Team Approach

Pulling in the Same Direction

Reminding ourselves that the purpose of the church is its ministry, core to this model is a team-based approach to doing ministry together. Supported by the Co-Lead Pastors and the Ministry Coordinators, ministry teams live out and embody the work of the church as tangible, practical service. This is a picture of the body of Christ at work, with each person getting involved and everyone pulling in the same direction, diverse in gift and skill, united in purpose.

Ministry Teams

We currently have a variety of teams already in place. Included in this model are a variety of teams we would be wise to add in the future, as we have capacity and need.

Teams we already have:

- Worship team
- Hosting team
- AV (Audio-Visual) team
- Giving Centre team
- Greeting team
- Cafe team
- Kidzone team
- Teaching team

Teams we might want to add in the future:

- Jr Youth team
- Sr Youth team
- Hospitality team
- Creation care team
- Missions team
- Benevolence team

Cultivating Active Participation

One of the best ways to get to know people at Hillside is to simply join a team. Beyond that, a deeper why exists that under-girds ministry teams. The church is the embodiment of Jesus on earth, and that means we actively join God in the work of the kingdom of God. Instead of viewing church as a passive event to take in, we see church as the ongoing cultivation of active participation in God's mission.

Part 6: Putting it All Together

There are many parts in this model. The next two pages contain visual representations of this governance model, first as a governance map (Figure 4) and second in an organization chart (Figure 5).

Figure 4: Governance Map

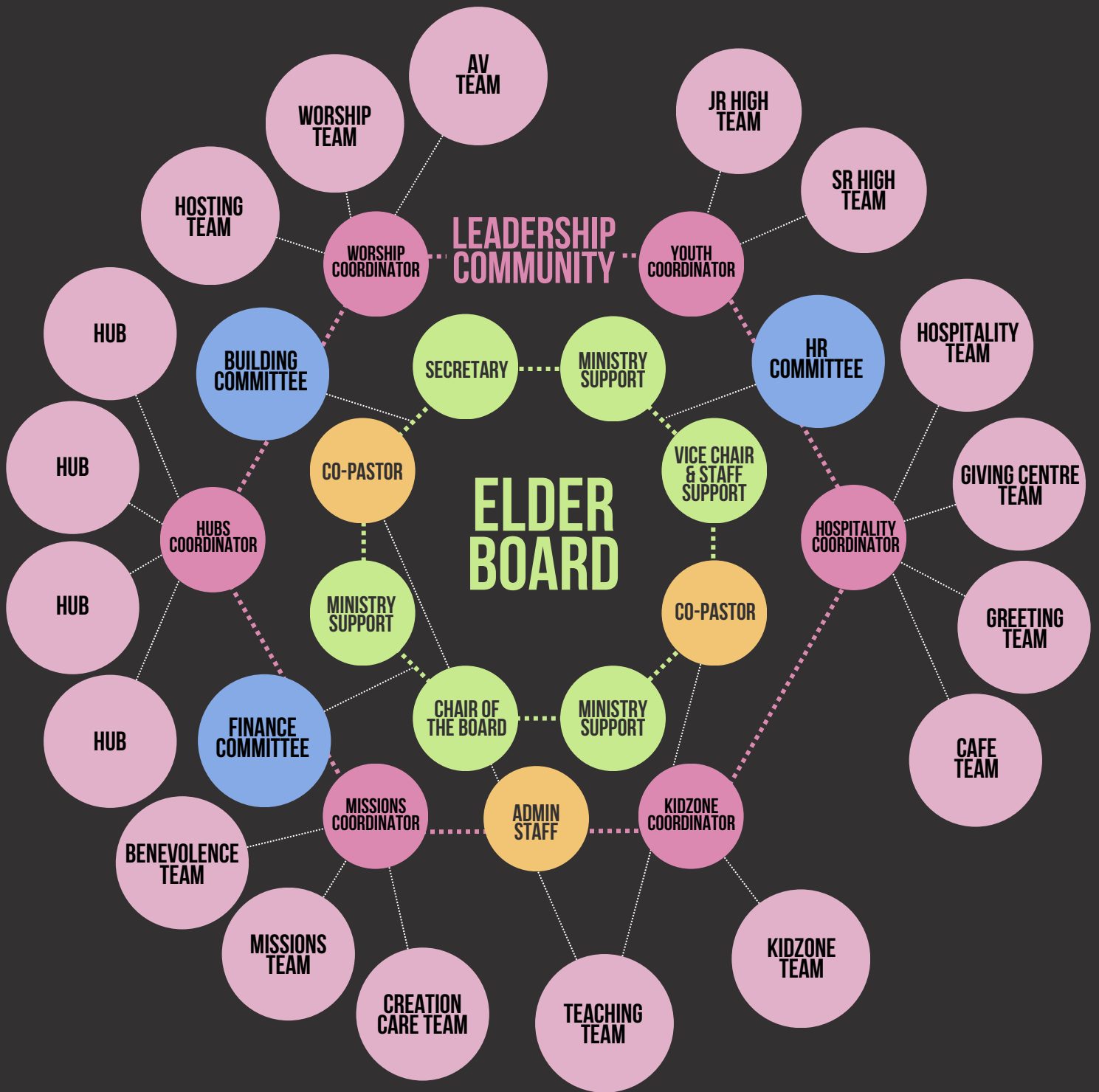
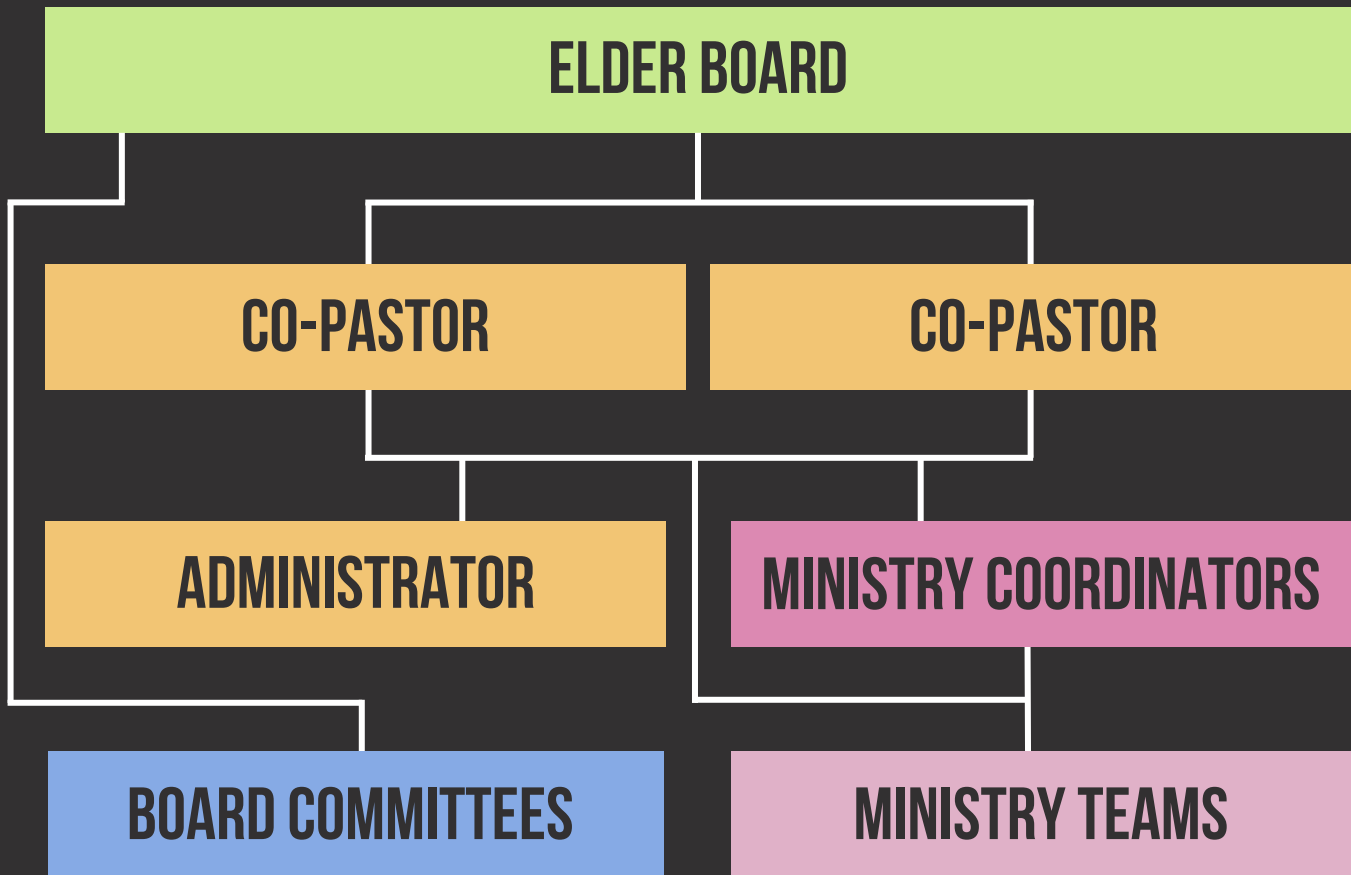


Figure 5: Organization Chart



- Our six (6) member Elder Board is our highest level of accountability and responsibility.
- Two Co-Pastors report directly to the Elder Board.
- Both of these Co-Pastors are mutually accountable to one another and are non-voting *ex-officio* members of the Elders.
- Reporting directly to both Co-Pastors equally are an admin specific staff and six (6) volunteer ministry coordinators.
- These seven positions (six Ministry Coordinators and the Administrator) provide support to the various ministries of Hillside, which are accomplished through ministry teams.
- Ministry team leaders are supported by both the coordinators and the Co-Pastors.
- Our three standing committees of our Elder Board (Finance, Building, and Human Resources) report directly to the Elder Board.

Part 7: Rhythms

Rhythms of Work and Rest

So much of this document has been about how to structure our leadership so that more voices are included, more individuals are empowered, and more of the community shares the work before us as a church. Another key aspect to be considered is that of rhythms. How do we balance our work and our rest? How can we ensure that we are tending to the wellbeing of everyone, spiritually, psychologically, socially, and physically?

Hear these words from Jesus in Matthew 11 (the Message): “Are you tired? Worn out? Burned out on religion? Come to me. Get away with me and you’ll recover your life. I’ll show you how to take a real rest. Walk with me and work with me—watch how I do it. Learn the unforced rhythms of grace. I won’t lay anything heavy or ill-fitting on you. Keep company with me and you’ll learn to live freely and lightly.”

Rest is important for all humans. If we are truly made in God’s image, the creation story reminds us that God modelled right from the beginning a rhythm of work and rest.

How do we cultivate a rhythm of rest? What does rest look like for a church? One tangible thing we can do is interrupt our pattern of filling our calendars. In the following two figures (Figure 6 and Figure 7), we present an annual rhythm that strives to balance our work and our rest. The suggestion is that we take two months of the year to interrupt extra meetings. For those two months, we don’t schedule leadership meetings or Elders meetings (unless there’s an emergency). Perhaps in those months we find meaningful ways of resting together as a community.

Figure 6 (page 18) is a cyclical rhythm of the year, while Figure 7 (page 19) is the same rhythm but it is laid out linearly.

Figure 6: Work and Rest (Cyclical)



Figure 7: Work and Rest (Linear)

Winter

- The Hillside Membership approves the proposed budget for the new year.
- For the month of December, we enter a season of rest, pausing extra meetings including board meetings.
- We engage in a 360 Review of our Co-Lead Pastors on rotating years.

Spring

- As a whole community, we host a spring cleaning day to tend to our building (inside and out).
- In preparation for the AGM, our Leadership Community prepares reports for their areas of oversight.
- Our Leadership Community goes on a spring retreat for the purpose of looking ahead, discerning goals and dreams together.

Summer

- For the month of July, we enter a season of rest, pausing extra meetings including board meetings.
- Our Leadership Community goes on a late summer retreat for the purpose of reflecting on how things are going, looking ahead to the fall, and next steps.
- Our Leadership Community prepares and presents budget priorities for the coming year to the Elders.

Autumn

- With consultation from our Finance Committee, our Elders and Co-Lead Pastors draft the budget for the coming year.
- As a whole community, we host a fall cleaning day to tend to our building (inside and out).
- The proposed budget is sent out for review and approval of the Leadership Community.