



VISIONARY LEADERSHIP: A Guide for Church Leaders

In order to understand our role as leaders at Mountainview, it is essential to know the Vision, Mission, and Values we have been called to:

Mountainview's Vision:

A community of believers being transformed by the love of Jesus, bringing hope, healing and good news, in a broken world

Mountainview's Mission:

Empowered by the Holy Spirit, we will **glorify** God in prayer and worship, **grow** in relationship with God and each other, and **go**, sharing Christ's love in words and actions.

Mountainview's Values:

As people loved by God and saved by grace, we strive to live lives of...

Gratitude

Grateful for God's gift of salvation and recognizing that all we have comes from Him, we live thankfully; giving generously of our time, talents and resources. (Ephesians 5:20, Colossians 3:15-17, James 1:17-18)

Respect

Because God created all people in His own image, we respect and treat everyone with dignity, embracing their uniqueness and invite them to joyfully use their gifts to serve God, our church and our community. (Genesis 1:26; Matthew 5:43-48; Luke 14:21-23.)

Compassion

Serving a God who is righteous and merciful, we live justly and show compassion to one another. (Psalm 103, Micah 6:8, Matthew 9:35-38)

Boldness

Trusting in God's promises we confidently, pray and worship, build relationships and share the good news of Jesus. (Joshua 1:9, Matthew 28:16-20, Romans 1:14-17)

Perseverance

Assured of eternal life, guided by the Word and the Holy Spirit, and supported by the community of believers, we persevere through temptations and hardships; doing what is good, to the glory of God. (Hebrews 12:1, Galatians 6: 7-10, Romans 5:1-5)



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Statement of Faith

Our full name is **Mountainview Christian Reformed Church**, in Grimsby.

The name **Mountainview** comes from our location along the Niagara Escarpment, which runs 725 miles through the United States and Canada. We get spectacular views of trees showing their four-season splendor, and great panoramic views of Lake Ontario. Mountainview also draws reference to its name from Psalm 121, where the question is asked; ***“I lift up my eyes to the mountains – where does my help come from? My help comes from the Lord, the Maker of the heavens and the earth.” Psalm 121:1,2.*** We believe in God as the creator who also reveals himself as our heavenly Father.

We are **Christian**, that is, followers of Jesus. As Christians, we know ourselves as sinners living in a broken world, which Jesus came to redeem and reclaim. The name “Christ” means “Messiah,” or “the anointed one,” who came into this world, through the virgin birth, taught righteousness, offers forgiveness, and transforms lives through his love and grace. All who place their faith in Jesus discover their sins forgiven and their relationship with God restored.

We are **Reformed**, with roots in the holy catholic church. In 1517 a time of renewal and reform began through the Protestant Reformation, giving rise to a renewed commitment to acknowledging Jesus as the only giver of salvation and that is a gift to mankind through grace alone. This gift to all humanity is received through faith alone, not by any works or good deeds that we may have done. Rooted in the writings of both the Old and the New Testament, the Bible stands alone as God’s word of truth, fully reliable in leading us to know God and walk with Christ in this new life. Being reformed means that all we say and do strives to give God the glory, honor and praise. In the words of a great theologian; “There is not one square inch in all of creation in which Jesus does not claim “mine.”

We are **Church**, ordinary people brought together through the work of the Holy Spirit, molding us into a community worshipful, caring, learning and growing in faith. We are one of fifteen churches in Grimsby; one of twelve Christian Reformed Churches in the Niagara Region and one of a thousand Christian Reformed Churches in North America and one of tens of thousands of Reformed Churches around the globe, and millions of churches bringing good news and healing and hope into a broken world. In all our imperfections, weakness and strengths, we continue in our dependence on the grace of Jesus and the leading of God’s Holy Spirit.

We believe in the words of testimony as expressed in the [Apostles' Creed](#) (250 A.D.), the [Nicene Creed](#) (325 A.D.) and the [Athanasian Creed](#) (431 A.D.) We hold to three confessions, including the [Belgic Confession](#) (1618/19), [The Canons of Dort](#) (1618/19) and [The Heidelberg Catechism](#) (1563). We have adopted two contemporary statements entitled [Our World Belongs to God; a Contemporary Testimony](#) (1986) and the [Belhar Confession](#) (1986 South African)



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Effective Leadership:

One important role in serving as a leader in the church is healthy participation in meetings. We all know there is so much more to being a leader in the church than attending meetings, and yet in the following ways, how we handle ourselves before, during, and after meetings plays a huge role on our effectiveness as leaders:

Before the Meeting

Be Informed:

Read all materials submitted to you prior to each meeting. Know which concerns, decisions, or issues you will be facing. Form ideas, comments, and solutions in your mind, or even write them down.

Complete commitments:

If you have committed to do something or an assignment was given to you at a previous meeting, do your best to have it done. When necessary, help others to prepare for the meeting, by distributing copies of documents to each participant before the meeting (via email or Council Mail Slots.)

Arrive on time:

If you know you will be late, or absent, inform the person who is leading or chairing your meeting. In the case of Council contact our Clerk or MLT contact the Secretary.

Pray:

Ask God personally to bless the meeting you will be attending. Pray specifically for concerns, decisions, or issues you will be addressing. Pray specifically for other people who will be at the meeting. Especially if you've had a particularly busy or stressful day, pray that God will help you participate meaningfully.

Devotions:

If you have been asked to lead in opening or closing devotions, be prepared. Opening devotions generally consist of a scripture reading, devotional piece, singing together, and a prayer for the Spirit's leading for the meeting. For closing devotions, be prepared to pray for specific items that arise during the meeting.

During the Meeting

Follow Ground Rules:

For Council and MLT meetings, "*Roberts Rules of Order*" is used. The Chair of Council leads each meeting with the Clerk ensuring that Minutes and motions are recorded. Minutes from each meeting are prepared and given to each Council member prior to meetings. Summaries of Minutes are also published in the weekly newsletter.



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Respect Each Other/Love One Another:

Members are encouraged to build trust, be open and mutually respect each other. Ensure on-going confidentiality of sensitive or personal matters discussed during Council meetings.

Be a Good Listener:

Never interrupt. If necessary, when someone is finished speaking, ask for clarification about why people think or feel as they do. Ask questions for clarification, rather than questioning a person's motive.

Be Solution Centred:

Work toward solutions and goals during discussions in meetings. Even when decisions are made that you disagree with, keep from criticism.

Be Open to Outcome:

Come with "ideas", not the 'final plan'. See where the group expands it and be open to the change.

Look Equally at All Sides:

Look fairly and equally at all the pros and cons of all ideas. Ask others for opinions.

Be Concise:

If you are presenting, think out what you are going to say beforehand, and be as brief as you can. Refrain from rambling or repeating what others have said.

Be Patient:

Ideas we already agree with are simple to process. Be patient if some people need more time to understand or might require more information.

Be Humble:

Even when you believe you have the answer to a concern, that doesn't mean it really is the best response for the group. Ask questions to ensure any decision meets the real needs. Be willing to examine your own values and prejudices.

Own Your Feelings:

If you feel unhappy, or uncomfortable with a discussion or decision, try to say so and pinpoint why. Do the same, when you're pleased or grateful for a specific discussion or decision.

Following the Meeting

Follow Up on Your Commitments/Assignments:

Even though Minutes of the meetings will be circulated later, write down whatever commitments you have made, and act on them as soon as possible.



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Clean Up After Yourself:

If you find you've said something that offended or hurt someone, follow up with a phone call, visit, or e-mail to bring clarity or closure, rather than allow emotions around issues to create division.

See the Big Picture:

Many decisions and proposals are learning experiences for things you have not yet done. When it doesn't work out, there will often be room to adapt. Try things out. Experiment. Suggest trying out new ideas for limited time frames.

At Mountainview we value...

Clear communication

Team-based leadership

Gift-based ministry placement

Relationship built on trust

Identification and mentoring new leaders

Adaptability and an assumption that change is normative

Accountability and encouragement among ministry leaders

Creativity and excellence in ministry



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Council

Purpose and Mandate

The mandate of Council, as determined by the Church Order of the Christian Reformed Church is to oversee the spiritual life of the congregation and to conduct the temporal affairs of the church.

Spiritual Life of the Congregation

A) Mission Vision and Values Statements

The Council is responsible for the development, promotion and annual review of the mission, vision, and values statements of the congregation: making amendments as determined by Council; ensuring alignment of ministry priorities of the congregation with these statements.

While faithfully protecting and preserving the core identity/ideology (mission, values, purpose, convictions) of MCRC; Council is responsible for providing leadership to the congregation, in being an agent of God's mission, to and in, an everchanging culture

B) Calling and Support of Pastor(s)

1. In the event of a pastor vacancy, Council is responsible for establishing a Pastor Search Committee, developing the terms of reference, determining the membership, and appointing a Chairperson of the committee. The Council is responsible for providing the necessary resources, including an up-to-date position description, for the committee to perform its work. As well, Council is responsible for reviewing the Search Committee's recommendation regarding the preferred candidate; making the final decision to extend or not extend the call; and arranging a congregational meeting at which the Council recommendation is brought forward for a vote by the membership.
2. Council instructs the Administrative Services Team (AST) to develop a proposed remuneration package for the required position, for approval by the Council, prior to the commencement of the search.
3. Council ensures that the Pastor has sufficient resources to perform his ministry as per the position description Council provides regular encouragement and support for the Pastor. It completes annual performance evaluations based on the position description; worship service leadership; preaching; teaching; and spiritual life leadership; taking into consideration evaluations of worship services as conducted by the Elders Ministry Team (EMT).

C) Position Vacancy Process for Ministry Programs

If a Ministry Program position becomes vacant at any time, Council reserves the right to determine if the position is to be filled prior to any recruiting efforts being made.

D) Nomination/Election Process

Council initiates and maintains a list of names of persons who have gifts applicable to the ministries of elder and deacon as potential nominees to serve in these offices, in accordance with Nominations and Election of Office Bearers (Document C-3 in MCRC Ministry Handbook).



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E) Ministry Oversight

Council determines and directs ministry within the context of the mission, vision, and values statements of the congregation. Council monitors the activity of each ministry team and the pastor through the submission of regular written reports (minutes) and/or presentations to Council.

Council monitors the activities of each staff/volunteer led ministry program through reports that are provided via the office of the pastor and as further defined in each position description

F) Appointment of Delegates

Council is responsible for appointing persons to meetings of Classis and to present names of persons to Classis for meetings of Synod.

Council is responsible for the completion of Classical credentials, for the preparation of any overtures that it wishes to present to Classis, and for annual up-dates regarding the church yearbook.

G) Administration of Discipline

Council is responsible for the administration of discipline within the general membership and also when necessitated by the actions of a Pastor, Elder, or Deacon in accordance with Articles 82 - 86 of the Church Order, also taking into consideration the Safe Church Policy of Mountainview CRC (MCRC).

H) Membership Transfers

Council is responsible for overseeing the receipt and transfer of memberships, in accordance with Article 59c of the Church Order.

Council is responsible to ensure that an up-to-date membership data base is maintained; to review the data base on an annual basis, and to make adjustments as necessary.

I) Congregational Meetings

Council is responsible for initiating, communicating and conducting congregational meetings for the purposes of calling a minister, electing office bearers, seeking input on mission, vision, values statements, annual budget approval, seeking advice/input on major matters, and for the purpose of meeting the requirements of the not-for-profit Corporations Act with respect to annual general meetings.

J) Council Meetings -Time for Mutual Reflection

Within a minimum of two of its regular meetings, Council will allocate time on the agenda for fruitful discussion and reflection on its ministry. This will include opportunities for sharing of joys and disappointments experienced in ministry, and for personal reflection on an office bearer's strengths and weaknesses in fulfilling their office. This is with the intention of encouraging continuing growth of the spiritual leadership of the office bearers.



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K) Temporal Affairs of the Church

Council is responsible for reviewing and approving the annual operating and capital budget as prepared and recommended by the Administrative Services Team (AST).

Council is responsible for establishing policies including limitations directing the actions of the Administrative Services Team (AST) regarding borrowing and investments, the insurance program, matters concerning human resource management, and financial condition of MCRC.

Membership of Council

The membership of Council shall consist of all elders and deacons as they have been elected/selected by lot, and the pastor. Church Order Article 25a indicates "The elders and deacons shall serve for a limited time, as designated by Council". At Mountainview members of council serve a 3-year term.

Council Leadership Positions: Chairperson, Vice Chairperson and Clerk

The Chairperson, Vice Chairperson, and Clerk shall be appointed by the Council from among the members of Council.

• Chairperson

Specific Requirements:

Gifted in administration, leadership and discernment

Has previous positive experience serving on Council

Specific Duties:

One of three signing officers (along with the Financial Administrator and the Council Clerk)

Meet with all ordained staff and their wives to discuss salary and job-related issues, before September 15th each year

Chairs all Council and congregational meetings

• Vice-Chair

Specific Requirements:

Gifted in administration, leadership and discernment

Has confidence to step into the Chairperson's position in case of absence, conflict of interest, or other times when the Chairperson calls upon the Vice-Chair to lead.

Specific Duties:

Accompany the Chairperson and visit with all ordained staff and their wives to discuss salary and job-related issues, before September 15th each year.



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- **Clerk**

Specific Requirements:

Gifted in administration

Has knowledge of and access to modern communications technologies

Specific Duties:

One of three signing officers (along with the Financial Administrator and the Council Chairperson)

Serves on and provides administrative support to Council

Organizes agendas for and records minutes of Council & Congregational meetings

Keeps and files detailed minutes

Submits summarized minutes of Council, and Congregational meeting in Sunday's bulletin as soon as possible

Organizes all correspondence related to matters of Council

Keeps attendance and closing prayer duty record for Council meetings

Co-ordinates all reports from Classis and Synod

Co-ordinates balloting for election of office bearers

Advises Council members of meeting dates & location

Oversees the preparation of duty roster for elders and deacons for worship services and the Prayer Ministry schedule

Oversees keeping up the archives – as maintained by archivist.

Meetings

Council shall meet a minimum of four times per year.

Quorum

A quorum is the majority of the total number of the members of Council.

Reporting

- Minutes shall be taken of each meeting of Council, by the Clerk of Council, and be approved at the next Council meeting.
- Council is responsible to maintain a record of all minutes taken at Council meetings, and any other documents as may be required by Acts of Parliament.
- Council reports on a regular basis to the congregation with respect to the activities of Council as determined by Council, by requirements of the Church Order and of the not-for-profit Corporations Act.

Resources

The Pastor is an ex-officio voting member of Council, and provides spiritual support, guidance and leadership to facilitate the ministry of the Council. The Clerk provides the clerical and communications support to Council to ensure records of meetings are made, retained and communicated, that meeting agenda are circulated, and that other clerical tasks required by Council are completed.



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Qualifications for Elected Elders and Deacons of Council:

- Evidence of a deep personal commitment to Jesus Christ
- Ability to use sound Biblical judgment in the decision making of the church
- Familiarity with the workings and beliefs of the Christian Reformed Church
- Willingness to give, receive and process constructive criticism and praise
- Ability to understand and work within a budget system
- Ability to physically and mentally fulfill the duties of the job description
- Ability to make decisions based on values and integrity, even when it is not popular
- Ability to clearly articulate her/his faith in both word and deed
- Sensitive and skilled in the leadership of the people of God's church
- Evidence, through past history, the willingness to serve in the ministries of the church
- Willingness to exercise foresight, which guides the church in fulfilling its vision.
- Comfortable leading others in prayer



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RESTRUCTURING TEMPLATE – for Meeting and Reporting

Full Council and Elders and Deacons (Pastoral Ministry Team) meet First Thursday of the month.

SEPTEMBER 6TH: FULL COUNCIL VISIONING: Leadership Vision Kick off: Senior Pastor's Report; Staff Goals and Reports; Long range planning report; Administrative Service Team Report; Preliminary Budget Report; Classis Delegates for October; Memberships; Elders and Deacons Reports; Safe Church Training; Personal goals; Congregational Communication.

OCTOBER 4TH: PASTORAL MINISTRY TEAM TRAINING (Elders meet and Deacons meet) Elders Meeting: Worship Ministry Team minutes; Service Evaluations; Education Ministry Team minutes; Outreach Ministry Team Minutes; Small Group Ministry Team minutes; Pastoral Concern reports; Neighborhood reports; Elder and Deacon reports; Personal goals; Congregational Communication.

Neighborhood Team Meeting sometime within eight weeks.

NOVEMBER 1ST: FULL COUNCIL VISIONING: Senior Pastor's Report; Staff Reports; Administrative Service Team Report; Elder and Deacon Report; Budget Presentation; Congregational meeting agenda; Mutual Reflection; Long Range Planning Progress; Begin Nominations Process; Classis Niagara Report; Memberships; Personal Goals; Congregational communication.

DECEMBER 6TH: PASTORAL MINISTRY TEAM TRAINING (Elders meet and Deacons meet) Elders Meeting: Worship Ministry Team minutes; Service Evaluations; Education Ministry Team Minutes; Outreach Ministry Team Minutes; Small Group Ministry Team Minutes; Pastoral Concerns Report; Neighborhood Reports; Elder and Deacon report; Personal goals; congregational communication.

Neighborhood Team Meeting sometime within eight weeks; Also, Deacons Christmas Social

JANUARY 3RD: FULL COUNCIL VISIONING: Senior Pastor's Report; Staff Goals and Reports; Administrative Service Team report; Elders and Deacons Report; Vision Conversation; Nominations Process; Long Range Planning Progress; Classis Niagara Delegates; Memberships; Personal Goals; Congregational communication.

FEBRUARY 7TH: PASTORAL MINISTRY TEAM MEETINGS (Elders meet and Deacons meet) Elders Meeting: Worship Ministry Team minutes; Service Evaluations; Education Ministry Team Minutes; Outreach Ministry Team Minutes; Small Group Ministry Team Minutes; Pastoral Concerns Report; Neighborhood Reports; Elders and deacons ministry report; Nominations; Personal Goals; Congregational communication.

Neighborhood Team Meeting sometime within eight weeks: Also Neighborhood Potlucks



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MARCH 7TH: FULL COUNCIL VISIONING: Senior Pastor's report; Staff reports; Administrative Service Team Report; Elders and Deacons Report; Nominations Process; Long Range Planning Progress; Classis Niagara Report; Memberships; Mutual Reflections; Staff Evaluation Process Begins; Personal Goals; Congregational Communications.

APRIL 7TH: PASTORAL MINISTRY TEAM TRAINING (Elders meet and Deacons meet) Elders Meeting: Worship Ministry team minutes; Service Evaluations; Education Ministry Team Minutes; Outreach Ministry Team minutes; Small Group Ministry Team Minutes; Pastoral Concerns report; Small Group Ministry Team Report; Neighborhood Reports; Elders and deacons ministry reports; Personal Goals; Congregational communication.

Neighborhood Team Meeting sometime within eight weeks: also Transition Meeting

MAY 2ND: FULL COUNCIL VISIONING: Senior Pastor's report; Staff report and Evaluations Process and goals; Administrative Service Team Report; Congregational Meeting agenda; Elders and Deacons Report; Classis Niagara Delegates; Long Range Planning Update; Memberships; Safe Church Team Report; Personal Goals; Congregational communications.

JUNE 6TH: PASTORAL MINISTRY TEAM TRAINING (Elders meet and Deacons meet) Transitional meeting of In coming and out going office bearers; Elders Meeting; Worship Ministry Team minutes; Service Evaluation; Education Ministry Team Minutes; Outreach Ministry Team minutes; Small Group Ministry Team Minutes; Pastoral Concerns; Neighborhood Reports; Elders and Deacons ministry reports; Personal Goals; congregational communications.

The restructuring committee sought to simplify governance structure by returning to the church order's mandate of elders: 1) supervision over ministry, 2) illuminate duplication, 3) reduce number of meetings, 4) allow more time for ministry. The following governance calendar is being proposed, reducing number of meetings for office bearers to one per-month. Full Council meet for Visioning, governance and Mountainview ministry oversight every other month. Elders and Deacons meet for training and separate for respective office bearer's agendas every other month.



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Ministry Committee Restructuring Proposal reporting to Elders:

Worship Ministry Team: Consists of Senior Pastor, Worship and Ministry Coordinator, Pastor of Community Life, Music Director, someone from Sound/Visual Team; Meets once a month. Worship Teams; Sound, Video Streaming, Taping; **Service Evaluations** will be drafted for elders use monthly;

Education Ministry Team: consists of Senior Pastor, Children's Ministry Director; Youth Director; GEMS Leader; Cadet head counselor; Young Adult; Prayer Ministry person; Resource/Library; Nursery; Worship and Ministry Coordinator; and one member of congregation.

Small Group Ministry Team: consists of Community Life Director; Worship and Ministry Coordinator; two small group leaders? Sixty-Five and Older Group; Coffee Break with Story Hour a.m., Afternoon Group, Evening Group; Men's Ministry; Photography; Gardening Group; Quilting; Walking Group; Alpha; Grief share; Friendship; Mission Circle.

Community Connections Team: consists of Senior Pastor, Children's Ministry Coordinator, members of the congregation; Welcome Ministry; Connections Café; Greeters; Parking; Ushers; Welcome Center; Mission Awareness; Performing Arts @ Mountainview; Carnival; Kid's Kamp; Jingle Jam.

Ministry Committee Restructuring Proposal reporting to Full Council

Administrative Ministry Service Team: Will consist of two members from FA\$T (financial designation), two members from (Facilities management) Property Management; two members of HR, plus a chairperson and secretary; plus Financial Coordinator and Custodian staff.

Next Step: Meet with Council Chair, Vice Chair, Pastor Sid, Pastor Fred, Chair of Elders, Chair of deacons to map out Agenda's for each meeting; August 8th; Craft Mandates for each ministry committee.