BROAD VIEW UNITED · CONGREGATIONAL INFORMATION PACKAGE

Our Ministry Staffing Model

What's ahead for BVU

October 16, 2026 · Broad View United Board of Directors
Prepared ahead of our October 18 congregational gathering.

Three steps, one conversation

SUN OCT 18 · 10:30AM

1. Information session

In place of both Sunday services. Livestreamed and recorded. No vote.

TUE–THU · OCT 20–22

2. Table discussions

Tue 7pm & Wed 9am in person; Thu 7pm on Zoom. Plus an anonymous online feedback form.

SUN OCT 25 · 10:30AM

3. Meeting & vote

In place of both Sunday services. In person only. Regular worship resumes Nov 1.

Take part

Sign up for a table discussion

Zoom link for the Thursday session is emailed Thursday morning to those signed up.

form.jotform.com/262875398544070

Send a question or feedback

Anonymous if you prefer. Open until midnight Thursday, October 22.

form.jotform.com/262867297030059

BVU is located on the traditional lands of the Coast Salish Nations, specifically the lək̓ʷəŋən and SENĆOŦEN speaking peoples. We seek to be in right relationship with these ancestral lands and the people on whose traditional territory we worship, work and gather.

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A note from the Board

Dear friends,

Over the next few weeks, we're asking you to consider a significant change to how ministry leadership works at Broad View United. After careful consideration and discussion, we believe now is the time to move to this structure, so that we continue to evolve as a progressive faith community. We know this includes hard news alongside the hopeful parts. Both current co-lead ministers' calls are ending as part of this transition, and we don't want that to get lost in a conversation about org charts and role descriptions.

We're bringing this to you in three stages, on purpose. There will be a full information session on October 18, then small-group conversations and an online feedback option October 20–22 where you can ask harder questions and be heard, and then a vote on October 25. Each step builds on the one before, so we hope you can join all three. We would rather you have real time to sit with this than rush to a decision in a single meeting.

This document gives you everything we can share publicly, in one place: where this comes from, what's changing and what isn't, what each gathering is for, the motions you'll be asked to vote on, and what happens next. Thank you in advance for engaging with it in good faith.

With gratitude,

Your Broad View United Board of Directors

Sarah Gustin · Chair	Holly Harris
Barry Cameron · Past Chair	Carl Mashon
Leanne Prestwich · Secretary	Oliver Dason
Mark Porter · Treasurer	D'Arcy Wingrove*
Thomas Dennett · Ministry and Personnel Committee Chair	Jo-Anne Van Draanen

* D'Arcy Wingrove's term was extended past the 2026 AGM temporarily to assist with completion of special projects.

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Executive summary

In April, the congregation endorsed BVU's Strategic Direction 2026–2029. One of its key priorities, under the Sustainability & Responsibility pillar, is to develop sustainable staffing and leadership structures: a staffing model that can support the priorities and goals across all three pillars. The plan named this as the first phase of implementation, and asked the Board to bring a proposed model back to the congregation. This package is that proposal.

Broad View United has reached a point in its evolution where, after much consideration, the Board is recommending a move from a two-person co-lead ministry model to a single-lead model. The new model is supported by a stronger pastoral care team with a dedicated, full-time Pastoral Care Minister, a new ministry role for children, youth, young adults and families, and an evolved Operations Director role. It carries out two of the top priorities the congregation clearly highlighted in our Strategic Direction process last spring: a more sustainable pastoral care model, and clearly defined ministry with children, families, youth and young adults.

> Both current co-lead calls are ending as part of this transition. This is a decision about the shape of ministry leadership going forward, not a judgment of either individual currently serving here. Both Mark and Ha Na have given years of ministry to this congregation, and the Board is deeply grateful for their service.

What's changing

- Two co-lead positions become one **Lead Minister** (open search) plus a **Transitional Minister** who provides continuity during this ministry staff transition period.
- The **Pastoral Care, Worship & Small Groups Minister** role builds on Margaret Harper's former role and encompasses input from the Pastoral Care discernment working group. It is an evolution, not a new position.
- A new **Child, Youth, Family, and Young Adult Ministry Coordinator** role is being created, dedicated to ministry with children, youth, young adults and families.
- The **Operations Director** role is evolving from Dalia Gonzalez-Harney's former role, and a search to fill it is underway.

What's not changing

- Intercultural ministry continues as it is today.
- Sunday worship, pastoral care and support, and BVU's core programs continue without interruption throughout the transition.

Three steps, one conversation

Each step builds on the one before. Please join all three if you can. Questions raised early, on October 18 and during the midweek conversations, give the Board time to respond before the vote.

When	What
Sun Oct 18, 10:30am	**Step 1:** Congregational information session, in place of both Sunday services
Tue–Thu, Oct 20–22	**Step 2:** Midweek table discussions (Tue Oct 20, 7pm and Wed Oct 21, 9am in person; Thu Oct 22, 7pm online), plus an anonymous online feedback option. Sign up here.
Sun Oct 25, 10:30am	**Step 3:** Congregational meeting and vote on the Community of Faith Profile, the staffing model and the related change to pastoral relations, in place of both Sunday services
Sun Nov 1	Regular Sunday worship resumes

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Where this comes from: our Strategic Direction 2026–2029

This is not news out of nowhere. On April 26, 2026, the congregation received and endorsed BVU's Strategic Direction for 2026–2029. It was shaped by congregational sessions in March, survey responses, and staff and board input, and it rests on three pillars: Belonging & Care, Community Presence & Storytelling, and Sustainability & Responsibility.

The third pillar, Sustainability & Responsibility, calls for "clear and sustainable leadership structures" so that BVU remains "a resilient, well-resourced community able to live its values over time." In practice, that means a staffing model strong enough to carry the rest of the plan: deeper pastoral care, defined ministry with children, youth, families and young adults, and a stronger community presence. Since the spring, the Board's work has been to design that model.

How the new model connects to what you told us

Role	Status	Connects to
Lead Minister	Restructured from co-lead	Sustainable, well-resourced leadership structures
Transitional Minister	New, time-limited appointment	Continuity of leadership through the transition

Pastoral Care, Worship & Small Groups Minister	Evolving: Margaret Harper's former role	"A clear, sustainable pastoral care model," a named top priority
Child, Youth, Family, and Young Adult Ministry Coordinator	New role	"Strengthen ministry with children, families, youth and young adults," a named top priority
Operations Director	Evolving: Dalia Gonzalez-Harney's former role, adapted	Organizational sustainability, and capacity for growing efforts like our social enterprise
Intercultural Ministry	Continuing, unchanged	Ongoing core ministry

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The proposed model

Why move to a single Lead Minister

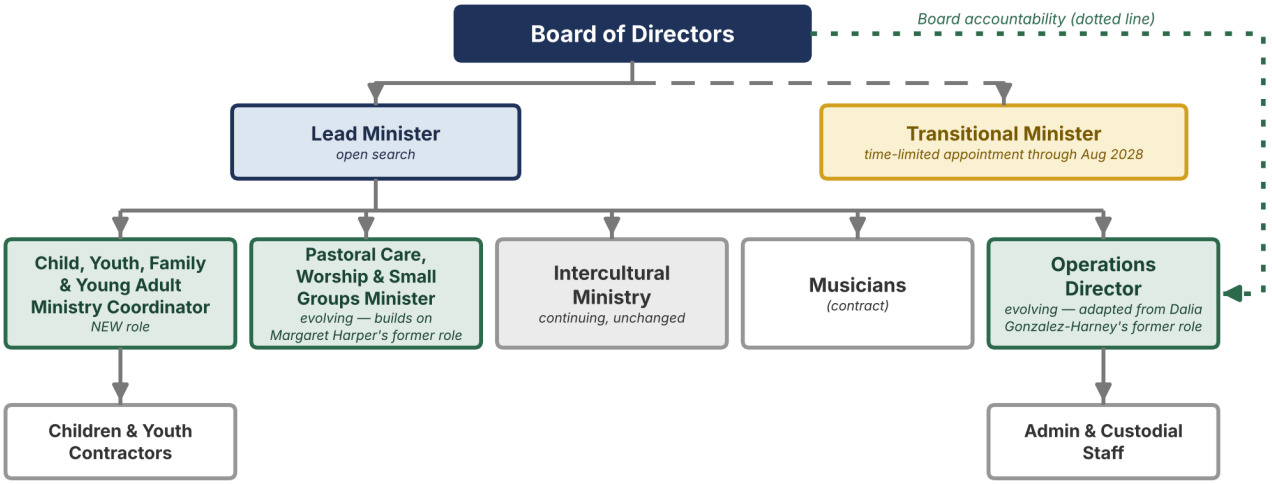
- Broad View United has grown and changed a great deal since the co-lead model was adopted at amalgamation. Across the denomination, the pool of strong candidates for a two-person ministry team has also shrunk.
- A single Lead Minister gives BVU one clear point of spiritual and organizational accountability. It is a simpler and more attractive role for future ministry searches, and it leaves room to add dedicated operations capacity as the church grows.
- The Board considered other options, including a revised two-person structure, before concluding that a single Lead Minister supported by a strong staff team is the better fit for BVU today. This has included numerous conversations, including consultation, support and input from the Pacific Mountain Region of the United Church.
- This is a structural decision about the shape of ministry leadership going forward. It is not a judgment of either individual currently serving in ministry here.

Budget and financial impact

- The ongoing staffing model will be budget neutral. The Board has been deliberate about working within BVU's existing staffing budget envelope, not proposing a net increase to fund it.
- The model reallocates existing staffing resources rather than adding new cost: the funding currently tied to the two co-lead positions is being redistributed across the new structure (Lead Minister, an evolved Pastoral Care role, the new Ministry Coordinator role, and an evolved Operations Director). The Intercultural Minister role continues to be funded as it is today.
- The Transitional Minister role is time-limited and is funded from reserve Foundation funds, outside the regular operating budget.

- Recruitment and relocation costs for all new ministers are already included in the 2026 budget.
- No increase to the congregation's operating budget or giving ask is anticipated as a direct result of this restructuring.

The org chart



Solid lines show direct reporting. Dashed and dotted lines show a direct relationship with the Board outside the regular reporting line: the Transitional Minister is a time-limited Board appointment, and the Operations Director is also accountable to the Board.

What each role does

Lead Minister: Overall spiritual and organizational leadership for BVU, in partnership with the Operations Director and the ministry team. The search is open and begins once the congregation approves the model.

Transitional Minister: Carries ministry leadership through the search for a new Lead Minister. Once the new Lead Minister arrives, the role shifts to continuity and handoff, through August 2028. The Board recommends appointing Mark Green to this role.

Pastoral Care, Worship & Small Groups Minister: A full-time role with primary responsibility for pastoral care across the congregation. Shares in worship leadership and supports small-group and contemplative ministry. Evolving from Margaret Harper's former role and shaped by input from the Pastoral Care discernment working group.

Child, Youth, Family, and Young Adult Ministry Coordinator: A new role dedicated to ministry with children, families, youth and young adults: program design, faith formation, and a defined path for the ministry the congregation asked for.

Operations Director: An evolving role that oversees facilities, finance, HR and administration so that ministry staff can focus on ministry priorities. Adapted from Dalia Gonzalez-Harney's former role, with a search underway. Reports operationally to the Lead Minister, with a dotted line of accountability to the

Board. As a lay staff position hired by the Board, it is shared for information only and is not part of the October 25 vote.

Intercultural Ministry: Min Goo's current role remains the same.

Full job descriptions for all five roles are in Appendix C: Job descriptions. The congregation votes on the four ministry job descriptions; the Operations Director job description is included for information only.

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About Mark and Ha Na's transition

Both Mark and Ha Na have given many years of ministry to this congregation, and the Board is deeply grateful for their service to BVU.

Mark's call as co-lead minister is ending. The Board is recommending that Mark serve as Transitional Minister through August 1, 2028, when he intends to retire, providing continuity for the congregation through the search for a new Lead Minister and the handoff that follows. The congregation votes on this appointment on October 25.

Ha Na's call as co-lead minister is ending. She remains in good standing, and the Board is committed to a fair and respectful transition process for her.

Details of individual employment arrangements are private, as they would be for any employer.

Both Mark and Ha Na will have the opportunity to speak directly to the congregation at the October 25 meeting.

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The three gatherings: purpose and agenda

Step 1 — Sunday, October 18, 10:30am: Information session

Purpose: Walk through the full rationale and structure of the proposed model, formally open the process, and explain what comes next. There is no vote at this meeting; all votes take place on October 25.

In place of both Sunday services, in the sanctuary and livestreamed, with a recording available afterward. Maggie Enwright, our Regional Minister, will be with us. Childcare is available as on a regular Sunday.

1. Gathering song, opening prayer and lighting of the Christ candle
2. Welcome: what today is and isn't, and what we've heard about Board transparency
3. The rationale: why a single Lead Minister, why now, and how it delivers on the Strategic Direction

4. The proposed structure: the org chart, and which roles are new, evolving and unchanged
5. Financial impact
6. Mark and Ha Na's transition
7. What's next: the table discussions and the October 25 vote
8. Questions and answers, from written question cards
9. Closing music, prayer and blessing

Question cards will be on every seat. You can also send a question ahead of time through the online form: form.jotform.com/262867297030059. Board members will be available afterward for one-to-one conversations.

Step 2 — October 20–22: Midweek table discussions and online feedback

Purpose: Give you a smaller, lower-stakes space to react, ask harder questions and be heard before the vote. These are input sessions, not decision-making ones. What we hear helps shape how the Board approaches October 25.

Choose the session that suits you. Each covers the same ground, so you only need to attend one.

Session	Format
Tuesday, October 20, 7pm	In person, BVU Commons
Wednesday, October 21, 9am	In person, BVU Commons
Thursday, October 22, 7pm	Online, by Zoom. The Zoom link will be emailed on Thursday morning to everyone who has signed up for this session.

> **Please sign up in advance** so we can plan tables and hosts: form.jotform.com/262875398544070

Each session runs 60 to 75 minutes, at tables of 6 to 8 (breakout rooms online), each hosted by a board member.

1. Welcome and framing (5 minutes)
2. Table conversation (40 to 45 minutes)
3. Whole-room close (10 minutes)

Tables will talk through questions like these:

- What's your first reaction to what you heard on Sunday? What feels clear, and what still feels uncertain?
- What further clarification do you need to feel ready for the vote on the 25th?
- What do you want to make sure the Board hears before then?

- What questions haven't been answered yet?
- What will the BVU community need to help this transition happen in a healthy way?

These conversations focus on the model and the process. Individual staff members' circumstances are confidential and won't be discussed. Hosts will record themes, not who said what.

If you'd rather respond in writing, the anonymous online feedback form is open until midnight Thursday, October 22: form.jotform.com/262867297030059.

Step 3 — Sunday, October 25, 10:30am: Congregational meeting and vote

Purpose: Make the decisions on the Community of Faith Profile, the staffing model and job descriptions, and the change to pastoral relations that comes with the new model (concluding the two co-lead calls and appointing a Transitional Minister). Hear from Mark and Ha Na in their own words, and close with clarity on what happens next, whatever the outcome.

In place of both Sunday services, in person only. Maggie Enwright will be present. Childcare is available as on a regular Sunday. Regular Sunday worship resumes on November 1.

1. Gathering song, opening prayer and lighting of the Christ candle
2. Brief recap: the rationale, the structure, and what we've heard since October 18
3. Remarks from Rev. Ha Na Park and Rev. Mark Green
4. Motion on voting eligibility
5. The motions presented: Community of Faith Profile, staffing model, job descriptions, and change to pastoral relations
6. Final written questions
7. Vote, with music during the count
8. Results and next steps
9. Sung and spoken blessing

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Proposed motions for October 25

Six motions will come before the meeting. Each is voted on separately. The wording below has been confirmed with the Pacific Mountain Region.

MOTION 1

Voting eligibility

That the full members of Broad View United extend the right to vote to adherents present on all matters before this meeting, and that Motions 2 to 6 be decided by written ballot.

Only full members vote on this motion.

MOTION 2

Community of Faith Profile

That the Broad View United congregation approve the updated Community of Faith Profile for use in the ministry search, as presented.

See Appendix A.

MOTION 3

Staffing model

That the Broad View United congregation approve the proposed ministry staffing model, comprising a Lead Minister, a Transitional Minister, a Pastoral Care, Worship & Small Groups Minister, a Child, Youth, Family, and Young Adult Ministry Coordinator, an Operations Director, and the continuing Intercultural Ministry role, as presented.

MOTION 4

Job descriptions

That the Broad View United congregation approve the job descriptions for the Lead Minister, Transitional Minister, Pastoral Care, Worship & Small Groups Minister, and Child, Youth, Family, and Young Adult Ministry Coordinator roles, as presented.

See Appendix C. The Operations Director job description (Appendix C5) is shared for information only and does not require a congregational vote.

MOTION 5

Change to pastoral relations

(a) That, effective January 23, 2027, the pastoral relationship between Broad View United and Rev. Mark Green be concluded as a result of the Community of Faith's approved transition from a two-lead-minister staffing model to a one-lead-minister staffing model, and that the Community of Faith express its appreciation for Rev. Mark Green's ministry and service.

(b) That, effective January 23, 2027, the pastoral relationship between Broad View United and Rev. Ha Na Park be concluded as a result of the Community of Faith's approved transition from a two-lead-minister staffing model to a one-lead-minister staffing model, and that the Community of Faith express its appreciation for Rev. Ha Na Park's ministry and service.

MOTION 6

Appointment of Transitional Minister

Contingent on the approval of Motion 5, that Broad View United appoint the Rev. Mark Green to the full-time (100%) position of Transitional Minister, an ordered ministry appointment, effective January 24, 2027 through August 1, 2028, and request the approval of Pacific Mountain Regional Council, on the following terms: full-time (100%), with existing compensation, benefits and hours continued without change for the term of the appointment; participation in the centralized payroll service, with pension and group insurance payments as assessed; and annual vacation, study leave, continuing education and other entitlements as in his current terms.

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If approved: what happens next

The search for the three new ministry positions will begin as soon as the search committee has been formed. The Operations Director search is already underway and proceeds on its own timeline.

The search committee

- The Board is hoping to use a single search committee to lead the searches for the three ministry roles (Lead Minister; Child, Youth, Family, and Young Adult Ministry Coordinator; and Pastoral Care, Worship & Small Groups Minister) together, rather than running separate processes. This would give the committee a fuller view of how a candidate's gifts fit alongside the team, not just one role in isolation. Confirming this approach will depend on the availability of prospective members.
- Committee members will be selected through an application process. Applications will speak to interest, relevant experience, commitment and availability, and the Board will shape the final committee to ensure the right mix of perspectives and skills.
- The committee's role is to bring a recommendation forward: to the Board for lay staff positions, and to the congregation for ministry-personnel positions. This is consistent with United Church of

Canada search and selection guidelines.

- Mark Green will not be part of the search committee.
- The Region will provide orientation and training for committee members once the committee is confirmed, which we hope will be in the next few weeks. Details on how to apply will be shared at the October 25 meeting.

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Frequently asked questions

Connecting to the Strategic Direction

Why is the Board bringing forward a staffing model at all?

Because the Strategic Direction 2026–2029 approved by the congregation in April asked us to. Developing sustainable staffing and leadership structures is a key priority under Pillar 3, and the plan's implementation timeline named the staffing model as its first phase. The Board's role has been to design a model that can support all of the plan's priorities, and the congregation's role is to decide on it.

Which roles are new, and which are evolving?

Two roles are new. The Child, Youth, Family, and Young Adult Ministry Coordinator was created because the congregation said it was excited about this ministry but wanted it clearly defined. The Transitional Minister is a new, time-limited appointment that carries leadership through the transition. The Lead Minister role is restructured from the two co-lead positions. The Pastoral Care, Worship & Small Groups Minister builds on Margaret Harper's former role. The Operations Director is an adapted version of Dalia Gonzalez-Harney's former role.

The model and the reasoning

Why is the Board doing this now?

The congregation and the ministry landscape have both changed significantly since the co-lead model was set up at amalgamation. The Board carried out a full staffing review and concluded that a single-lead structure better fits BVU as it moves forward. Looking three to five years ahead, this model is more sustainable and fits the Strategic Direction adopted by the congregation.

Why not keep two co-leads?

A revised co-lead structure was considered and set aside. In practice, it would have meant a senior/associate split rather than truly shared leadership. The Board's assessment is that a single, clear line of leadership, supported by a strong staff team, is the better structural fit.

What does "single lead" mean day to day?

One Lead Minister holds overall spiritual and organizational leadership. They work alongside a Pastoral Care Minister, a Child, Youth, Family, and Young Adult Ministry Coordinator, an Intercultural Minister, and an Operations Director who handles day-to-day operations and administration.

Why expand the Operations Director role? Isn't that a cost increase?

As BVU has grown, including the social enterprise and refugee house work, the operational and administrative load has grown with it. An Operations Director lets the Lead Minister focus on ministry priorities rather than operational management, and is comfortably funded within our existing budget.

Was the congregation consulted?

Yes. The Board's staffing review built directly on the Strategic Direction that the congregation shaped through the March sessions and survey feedback. The model itself is a Board recommendation, and the congregation has the final vote on October 25.

Is this going to cost the congregation more?

No. The ongoing model will be budget neutral, built within the existing staffing budget envelope rather than adding to it. The time-limited Transitional Minister role is funded from reserve Foundation funds rather than the regular budget, so no increase to the operating budget or giving ask is expected.

The co-leads and the transition

What happens to Mark?

The Board is recommending Mark as Transitional Minister, and the congregation votes on his appointment on October 25. He would carry ministry leadership through the search for a new Lead Minister and support a smooth handoff, through August 1, 2028, when he intends to retire.

What happens to Ha Na?

Ha Na's call as co-lead minister is ending. She remains in good standing, and the Board is committed to a fair and respectful transition for her.

Why end both calls instead of choosing one co-lead to be the single lead?

The Board designed the model around what BVU needs from its leadership going forward, and that includes an open search for the Lead Minister role. It wasn't built around any individual continuing in a particular role.

Can you tell us more about why this decision was made about Mark and Ha Na specifically?

We aren't able to discuss individual employment matters. What we can speak to fully is the staffing model itself and the reasoning behind it.

I'm close to Ha Na or Mark. How can I be supportive without putting them in an awkward position?

Reach out as you would to any friend going through a change: warmly, and without asking them to explain or comment on the Board's decision. Mark and Ha Na are free to share their own reflections at any time, and each will have the opportunity to speak to the congregation on October 25.

Roles, search and timeline

What is a "call" versus an "appointment"?

A call is an ongoing ministry relationship approved by the congregation and the region. An appointment is time-limited. The Transitional Minister role, for example, runs through August 2028 regardless of when the Lead Minister search concludes.

How long until we have a new Lead Minister? Can I be on the search committee?

The search begins once the congregation approves the model. Our understanding is that searches for ministry roles commonly take upwards of 6 to 9 months. The search committee will be formed through an application process, and details on how to apply will be shared at the October 25 meeting.

What about the Operations Director hiring?

That search is already underway and proceeds on its own timeline, separate from the ministry roles.

Does this affect Sunday worship or pastoral care in the meantime?

No. Coverage continues without interruption throughout the transition. Protecting that continuity is part of what the Transitional Minister role is for. Regular Sunday worship resumes on November 1, after the two congregational gatherings.

The congregational process and the vote

Is there a vote on October 18?

No. October 18 is an information session. All votes take place on October 25.

What am I voting on October 25?

The updated Community of Faith Profile (the document that describes who BVU is, for use in the ministry search), the staffing model and structure, the job descriptions for the new roles, the ending of the two current co-lead calls, and the appointment of Mark Green as Transitional Minister. The full motions are set out in section 7.

What if I have concerns before the vote?

The midweek table discussions are built for exactly this. You can also submit a question in writing, anonymously if you prefer. See How to reach us.

Can I take part if I can't attend in person?

Yes, in part. October 18 will be livestreamed and available afterward for anyone who can't watch live. The Thursday, October 22 table discussion will be held over Zoom (sign up and the link will be emailed to you that morning), and an online feedback option will be open for anyone who'd rather respond in writing. The October 25 vote itself is in person only, consistent with BVU's usual governance process.

What happens if the congregation doesn't approve the model?

The Board will take time to reflect on what it heard, meet with the Region, and report back to the congregation within one month. Sunday worship and pastoral care continue without interruption in the meantime.

Support during this time

Who can I talk to if this news is hard for me?

Maggie Enwright, our Regional Minister (MEnwright@united-church.ca), is available to talk it through one-to-one. Board members are also glad to listen. You don't need to wait for a meeting to reach out.

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How to reach us

We would rather hear a hard question in writing now than have it go unasked. If you have something you'd like the Board to address, at any of the three gatherings or before, the online feedback form is the best way to reach us. You can stay anonymous if you prefer, and every response comes to the Board. The other options below work too.

Question & feedback form
Preferred. Anonymous if you like. Open until midnight Thursday, October 22.
form.jotform.com/262867297030059

Table discussion sign-up
Tue 7pm, Wed 9am in person; Thu 7pm on Zoom (link emailed Thursday morning).
form.jotform.com/262875398544070

To	Go to
Send a question or feedback, anonymously if you like	Online feedback form (preferred): form.jotform.com/262867297030059
Email the Board	board@broadviewunited.com
Sign up for a table discussion	form.jotform.com/262875398544070
Join the Thursday, October 22 Zoom session	Sign up using the form above; the Zoom link will be emailed Thursday morning
Watch October 18 live or afterward	**https://broadviewunited.com/special-events-3/**
Read the job descriptions and Community of Faith Profile	Appendices A to C of this package
Ask a question on the day	Question cards at both Sunday gatherings

> If this news is hard for you personally, please don't wait for a meeting to reach out. Maggie Enwright, our Regional Minister (MEnwright@united-church.ca), is available to talk it through with you directly, and board members are glad to listen.

Board meeting and financial summaries, along with quarterly updates on the Strategic Direction, are now posted on the Board page of our website: broadviewunited.com/our-board-and-committees.

On behalf of the Board of Directors,

Sarah Gustin, BVU Board Chair · **Barry Cameron**, BVU Board Past Chair

APPENDIX A · FOR APPROVAL, MOTION 2

Community of Faith Profile

For approval by the congregation on October 25 (Motion 2). The profile describes who BVU is, for use in the ministry search.

> *BVU is located on the traditional lands of the Coast Salish Nations, specifically the lək̓ʷəŋən and SENĆOŦEN speaking peoples. We seek to be in right relationship with these ancestral lands and the people on whose traditional territory we worship, work and gather.*

Why we exist

Broad View United is a progressive, open and welcoming community of faith in Saanich, part of the Capital Regional District (Greater Victoria). We seek to be an agent of transformation and a fresh expression of progressive Christian faith. We try to live out a vision of interconnected wholeness that reflects God's unconditional acceptance and love. We follow the way of Jesus, centred on love, justice, compassion and community, and we try to express that faith in ways that are invitational, inclusive and grounded in action.

We welcome and celebrate everyone, whatever their sexual orientation, gender identity, race, age, ability, spiritual belief, cultural background, marital status or economic circumstance. We don't claim to have all the answers. We have found that with more voices at the table, the journey is richer and we learn more.

Where we come from

We are a uniting church in the fullest sense. Broad View United brought together four congregations: Cadboro Bay, Gordon Head, St. Aidan's and First Metropolitan.

Each congregation had to let go of something it loved in order to become something new. That taught us that change can be faithful, that grief and hope can live side by side, and that unity is built one relationship at a time.

How we are being church

Worship and spiritual life. We offer two Sunday services with different styles:

- The Bridge service has a traditional United Church format and attempts to bridge contemporary and traditional elements in music, liturgy and style.
- ConXion service is contemporary in nature and uses a very different format from most United Church services, with the sermon at the end. It integrates a wide variety of music that challenges the barrier between secular and sacred and instead embraces it all. A talented music team helps lead this service.

Music runs through our community life. The BVU Community Choir has about 120 singers, and we also have handbell ringers and a monthly chancel choir. Healing Pathway practitioners offer prayer and healing touch every week. In-person and online meditation and other contemplative spiritual practices are offered. Special services and vigils give ritual and community gathering a grounding presence in our life together.

Small groups. Small groups are one of the foundations of our community. They began in 2020 as a way to help a newly amalgamated congregation get to know each other. Today there are about a dozen groups with more than 105 people meeting to share, learn and care for one another. As one member put it: “Some days when people are facing challenges we don’t get past the check-in. It helps just to be heard and know that someone cares.”

Children, youth, young adults and families. Our First Third ministry reaches more than 70 young people through:

- Sunday morning groups and junior and senior youth groups;
- monthly Family Dinners, which bring together nearly 50 people;
- a summer camp week through our Camp Spirit partnership;
- a monthly Young Adults lunch and quarterly gatherings;
- a drop-in playgroup for toddlers three times a week in partnership with Saanich Neighbourhood Place.

When one of our youngest members was asked whether her painting showed her home, she said, “No, it’s our church!”

Intercultural ministry. Each week, Saturday Social centres on one of four themes which has become a kind of “Saturday church” for many newcomers to Canada. Our themes are: Language Café, Culture Market, Learning Party and Taste of Home. Newcomers who started as guests now host tables, teach skills and cook for community events. Lunar New Year, the Intercultural Food Fair and our Intercultural Christmas are now part of the whole congregation's life. Integration into the whole life of BVU has also begun, both in participation and in shared leadership.

Affirming Ministry. 2SLGBTQIA+ leaders shape our affirming ministry, and allies stand with them. It includes:

- Pride Week celebrations, including the parade, a special service on Pride Sunday and our Queer Film Festival;
- a monthly Trans Family Dinner in partnership with Saanich Neighbourhood Place and Trans Care BC;
- an ecumenical Queer Spiritual Collective retreat;
- Affirming Ministry team meetings and conversations.

Faith in action. Our monthly Justice Fair gives congregants a place to connect with the causes they care about and to know what BVU is engaged with, including:

- our Refugee Team, working with Victoria Shows Love, welcomed a Syrian family in late 2025 who had spent four years in a camp in Lebanon, and partnered with Esquimalt United Church to bring a family from Ghana in late 2026;
- we host an Extreme Weather Response Shelter in partnership with Our Place and the District of Saanich;
- at the time of our amalgamation with First Met, $500,000 of legacy funds were dedicated as a gift to Our Place (a Victoria outreach agency) to help purchase a second-stage house for women graduating from its therapeutic recovery program, a gift that shows the kind of generosity we hope to keep practising;
- our quilters have created and gifted 233 quilts to residential school survivors since 2023;
- our Reconciliation Team has led Red Dress Day, the Moose Hide Campaign, Indigenous Sunday and Orange Shirt Day, encouraged giving to the Reciprocity Trust, and hosted educational events as part of our commitment to the TRC Calls to Action;
- we continued our long-standing solidarity with Palestinians, including co-hosting events with Independent Jewish Voices and Masjid Al-Iman and bringing cookies to rallies as a sign of solidarity;
- we are full paying members of the social action coalition Greater Victoria Acting Together, and take part in community organizing and action as well as hosting educational events;
- we partner with Moms Stop the Harm to host an annual International Overdose Awareness Day vigil and raise awareness;
- we have strong partnerships with organizations caring for the earth, such as Regeneration Greater Victoria, the Friends of Bowker Creek Society and other community initiatives.

In 2025 we gave more than $93,000 to mission and outreach. We also provided about $40,000 worth of free building space to groups that serve our neighbours.

Sustainability as ministry. Our Thrift Store is run by a Manager and 4 staff supported by 115 volunteers, who gave more than 17,000 hours in 2025. Last year (2025) the Thrift Store contributed $160,000 to BVU's ministry, and it is on target to exceed $180,000 this year. It is also a close-knit community in its own right, offering support and social connection to a wide variety of people. Together with our other social enterprise partnerships and the BVU Foundation, we have built a balanced and diverse funding model: in 2025, about half of our revenue came from congregational giving, with the rest coming from the Thrift Store, our other social enterprises, rental/leases and the BVU Foundation.

Our core values guide all of this: Progressiveness, Integrity and Connectedness.

Where we sense God leading us

We are in a season of transition. That includes changes in ministerial leadership and the retirement of a beloved minister after many years with us. It also includes a wider culture marked by isolation and disconnection. Through a congregation-wide process, we have discerned three movements for 2026 to 2029:

Belonging and Care. We want everyone, from a toddler to a homebound elder, to feel known, valued and supported. That means:

- deepening First Third Ministry by listening first;
- building a pastoral care ministry that is visible, reliable and shared by ministry personnel and trained lay people;
- creating intergenerational connections beyond Sunday morning;
- removing physical, sensory, financial and cultural barriers to participation;
- being intentional about using affirming and intercultural lenses to evaluate and envision programming, ministry and outreach.

Community Presence and Storytelling. Our community has a lot of vitality, but we are not always good at "tooting our own horn." We want to be more visible, to tell our story clearly, and to make it easier for people to move from a first hello to real belonging. We want to welcome people who have been hurt by religious institutions, and to do so with humility, careful listening and consistent action.

Sustainability and Responsibility. We want to live our values over the long term. That means:

- a staffing model suited to the ministry we are called to;
- lay leaders who are equipped and confident;
- diversified, values-aligned revenue;
- renewing congregational stewardship and growing our base of givers;
- continuing to develop our balanced and diversified sources of revenue, including social enterprises, the BVU Foundation and financial investment returns;
- good stewardship of our building and the earth;
- specific, accountable action toward reconciliation and land justice with First Nations, Inuit and Métis Peoples;
- a consistent focus on diverse community building, with an emphasis on being a safe place for intercultural newcomers to Victoria;
- an affirming and inclusive orientation to the world and to our community within.

Who we hope to walk with

We are looking for leadership that will help us:

- hold continuity and change together;
- care deeply for people through transition;
- nurture the next generation of faith;
- work in partnership with a strong staff team, many committed lay leaders and our community partners;
- value and commit to intercultural ministry.

> If you are drawn to a congregation that is committed, curious, sometimes unfinished, and willing to be changed by the Spirit, we would welcome a conversation.
>
> *This is not simply a plan for the future. It is an invitation to continue becoming together.*

APPENDIX B · FOR INFORMATION

Financial Viability Review

Shared for information. This is the financial section of the Community of Faith Profile, prepared on the United Church of Canada's standard form. It shows that BVU can meet the cost of the proposed ministry team for at least three years.

Broad View United, 3703 St Aidan's Street, Victoria BC · Prepared October 9, 2026

Summary

The 2026 figures in this review are year-to-date as of September 30, 2026, and do not yet include October to December, when a large share of annual giving is received. They should be read alongside the full-year 2024 and 2025 results rather than compared directly. With a stable revenue base from congregational giving, our Thrift Store and other social enterprises, and an unrestricted Foundation of more than $4.2 million, BVU is able to meet the full cost of the proposed ministry team for at least three years (2027–2029).

Treasurer's observations: There are no concerns about meeting the financial commitments for any of our staff for the foreseeable future. Funding is from a combination of congregation contributions, social enterprise activities and investment portfolio returns.

Recommendation of search team, treasurer and governing body: BVU has the financial viability to call or appoint ministers and staff as outlined below.

Position	Status	Comments
Lead Minister	1 FTE	
Transitional Minister	1 FTE	Term appointment until Aug 1, 2028. To be funded from Foundation
Pastoral Care, Worship & Small Groups Minister	1 FTE	
Child, Youth, Family, and Young Adult Ministry Coordinator	1 FTE	
Intercultural Minister	0.5 FTE	No change from current status

Operations Director	1 FTE	For information only. A lay staff role hired by the Board; the congregation approves the overall staffing model, not this role. Search underway

1. Do expenses exceed revenues?

Year	Revenues	Given through envelopes & e-transfers	Given through PAR	Expenses	Expenses exceed revenues?	Bank balance at year end
2026 (YTD)	$1,020,214	$80,367	$212,005	$1,006,476	No	$455,111
2025	$1,322,360	$178,308	$305,987	$1,354,263	Yes	$453,073
2024	$1,292,770	$248,604	$321,165	$1,289,610	No	$197,654

2. Payroll costs

Current paid staff:

- Ministers: 2 full time, 1 half time (1 FTE = 40 hours per week)
- Administrative/secretary: 2 FTE (1 FTE = 37.5 hours per week)
- Custodian: 1.2 FTE
- Other (youth, Sunday School, etc.): 0.5 FTE

Payroll cost, including employer contributions	2026 (YTD)	2025	2024
All staff	$692,869	$915,734	$839,354

3. Deficit for more than two consecutive years in the last five years?

No.

4. Outstanding loans

$300,000 from Pacific Mountain Region.

5. Do utilities, maintenance and repairs exceed 25% of revenues?

No.

Year	Utilities (power and water)	Maintenance	Total	Exceeds 25% of revenues?
2026 (YTD)	$16,748	$27,418	$44,166	No
2025	$26,006	$21,718	$47,724	No
2024	$20,511	$22,077	$42,588	No

6. Number of contributors

2026 (YTD)	2025	2024
325	400	434

7. Contributors by age group (2026)

Age group	0–20	21–30	31–40	41–50	51–60	61–70	71–80	81+
Contributors	4	28	41	24	38	60	73	58

8. Reliance on one or two contributors for 50% of revenue?

No.

Annual giving	Givers, 2026 (YTD)	2025	2024
$0–$100	55	82	97
$101–$500	92	95	97
$501–$1,000	55	52	62
$1,001–$5,000	113	147	154
$5,001+	10	24	24

9. Stewardship

BVU ran stewardship campaigns in 2024 and 2025, and intends to run another in November 2026. These have included letters when there is a need, regular information to all members and adherents, a program with information during worship and a request for commitment, and a presentation at a congregational gathering. The 2025 campaign asked members to increase PAR giving by 5%.

10. Investments and special funds

Fund	Value	Restrictions
BVU Foundation	$4,260,995 (Sept 2026)	None
Special Purposes Funds	$271,836	Outreach
Private Equity Funds	$239,700	

Property

BVU has no manse and no property held separately from the church land and building. Title to church property is confirmed as properly held as property of a congregation of The United Church of Canada.

Financial statement (2025 fiscal year actuals)

Item	Amount
Congregational givings	$661,730
United Church Women	$2,826
Other organizations, sources and means	$453,986
Replacement value of church building(s) and contents	$11,390,000
Value of other property, endowments, investments	$4,435,005
Estimated value of church land	$9,850,000
Property insurance on all church buildings and contents	$11,752,000
Total liabilities in loans, mortgages, etc.	$300,000 (PMR loan)
Expended for operation of pastoral charge (incl. all salaries)	$853,454
Mission & Service from pastoral charge	$44,745
Paid out for other United Church appeals or funds	$3,360
Paid out for other purposes	$614,850
Compensation paid to ministerial staff	$554,725
Travel expenses paid to ministerial staff	$5,482

APPENDIX C

Job descriptions

The congregation will vote on four job descriptions on October 25 (Motion 4). The Operations Director role is shared for information only and is not subject to a congregational vote. Each role has its own section in this appendix.

Role	Scope	Congregational vote on October 25?
C1. Lead Minister	Full-time, called	Yes, Motion 4
C2. Transitional Minister	Full-time, appointment through August 1, 2028	Yes, Motion 4
C3. Pastoral Care, Worship & Small Groups Minister	Full-time, called, ordered ministry	Yes, Motion 4
C4. Child, Youth, Family, and Young Adult Ministry Coordinator	Full-time, ordered or lay	Yes, Motion 4
C5. Operations Director	Full-time, lay staff	No. For information only. Lay staff positions are hired by the Board, and this search is already underway

The Intercultural Minister role is not changing, so no new job description is included.

APPENDIX C1 · FOR APPROVAL, MOTION 4

Lead Minister

Full-time, called. Accountable to the Board.

> *Broad View United is a Faith Community in which spiritual considerations permeate all aspects of the employment relationship and govern the selection process. Persons working in every position serve as ambassadors for the sincerely held values of Broad View United. Our vision is to be an agent of transformation and a fresh expression of progressive Christian faith.*

Overview

The Lead Minister is Broad View United's senior ministry position, functioning with authority delegated by the Board and the United Church of Canada. The role carries a two-fold focus: responsibility for the spiritual leadership of the congregation, and overall leadership of Broad View United's mission and direction, in partnership with the Operations Director, who leads day-to-day operations, and the Pastoral Care, Worship & Small Groups Minister, the Child, Youth, Family, and Young Adult Ministry Coordinator, and the Intercultural Minister, who share pastoral and program leadership.

Duties and responsibilities

Vision and leadership

8 hours per week

- Provide vision and oversight of the spiritual life of the congregation and all its aspects.
- Lead the development and implementation of Broad View United's statement of vision, mission and core values through the strategic plan.
- Respond to and manage change and its impact on Broad View United's members and adherents.
- Look to the future for opportunities to grow Broad View United's role and impact on members, adherents and the wider Saanich region.
- Nurture and mentor leadership, and ensure appropriate succession planning.
- Nurture integration of intercultural, inclusivity and reconciling congregational core values into programming and decision making.

Worship and pastoral care

10 hours per week

- Establish and implement a comprehensive worship program for a progressive, regional church; ensure the creative development of worship services, including liaison with musicians.
- Conduct funerals, weddings and baptisms as required.
- Hold overall leadership of pastoral care, working with the Pastoral Care Minister to ensure coverage and quality of religious and spiritual counselling for the congregation, its members and its leaders.
- Community engagement through ritual around significant world or community events.

Education and partnership development

4 hours per week

- Envision and ensure delivery of engaging life-long learning experiences for all ages.
- Oversee programs and provide leadership for courses with adults.
- Support intergenerational learning and community activities in partnership with the Child, Youth, Family, and Young Adult Ministry Coordinator.
- Support intercultural programs and initiatives and integration in the life of BVU in partnership with the Intercultural Minister.
- Build relationships with community partners to jointly deliver programs and services.
- Work with external stakeholders to identify community needs and remove barriers to participation in meeting these needs.

Outreach and justice making

4 hours per week

- Ensure the establishment and implementation of a comprehensive outreach and justice-making program at BVU, including Intercultural, Reconciliation and Refugee ministries.
- Support and ensure adequate resources for new and existing outreach and justice-making programs and projects.
- Engage in partnership with community activist organizations so BVU has a place at the table.
- Extreme Weather Emergency Response (EWER) Shelter coordination.
- Engage national church justice stands, currently anti-racism, 2SLGBTQIA+ affirming, and reconciling.
- Interfaith and ecumenical partnerships and engagement.

Board and committee relations

6 hours per week

- Engage with the Board in casting vision for BVU's ongoing wellbeing, implementing its directions, and supporting its governance responsibilities.
- Act as an ex-officio committee member on all Board committees except Ministry and Personnel.
- Act as Chair of the Trustees and liaison between the Trustees and the Board.
- Oversee team meetings and recruitment of volunteers. Delegate other ministry staff as resources to teams specific to their responsibilities.
- Work with the Board and membership to establish and maintain open and adequate lines of communication.
- Assist the Board to coordinate and organize the Annual General Meeting.
- Support the Board to build and maintain an effective and faithful governance function, including effective meetings, policy creation and adherence, strategic planning, risk/reward discernment, and regular performance evaluation.
- Provide executive leadership through creating and maintaining appropriate relationships and communication with and between the Board and committee members and the wider congregation and its teams.

- Assist the Board to recruit and retain qualified Board and committee members in accordance with governance policies.

Financial responsibilities and stewardship

2 hours per week

- Work collaboratively with the Operations Director and Treasurer to ensure financial sustainability and allocation of resources reflecting BVU's mission.
- Share oversight of budget creation, financial reporting and adherence to budget.
- Ensure the development and implementation of a comprehensive financial and stewardship program.
- Work collaboratively with the Operations Director and Treasurer to ensure effective communication and connection with the BVU Foundation.
- Work collaboratively with the Operations Director on ideas and possibilities related to current social enterprises and in exploring emerging initiatives.

Human resource management

4 hours per week

- Provide leadership development, coaching, mentorship and oversight to Broad View United's ministry and program staff, contractors and leaders.
- Recruit and supervise ministry and program staff; implement regular, timely performance reviews.
- Delegate administrative HR functions (payroll, facilities/admin staff supervision) to the Operations Director, retaining responsibility for hiring and termination of ministry and program staff.

Communications

2 hours per week

- Oversight of communication with the congregation, including but not limited to weekly email, newsletter, town halls, AGM report, social media and publicity.
- Public media spokesperson and presence for BVU.

Qualifications and experience

- Graduation from a recognized UCC educational institution; qualifications of Ordination or Commissioning.
- At least 10 years of experience in a congregation, with some in a congregation of similar size to BVU.
- Experience in Board governance, budgeting and stewardship.

Skills and abilities

- Spiritually grounded, with an ability to demonstrate and articulate a progressive faith and pattern of spiritual practices.
- Exceptional public relations, oral and written communication skills.
- Facilitation skills and the ability to encourage dialogue among diverse groups and individuals.
- Human resource management, including the ability to coach and mentor senior staff.

- Analytical, strong decision-maker, able to prioritize and communicate with staff to achieve organizational goals.
- Ability to build external collaborative relationships and partnerships.
- Big-picture thinker with an understanding of the implications of decisions and new directions 3 to 5 years into the future.
- Interest, knowledge or experience in social enterprise an asset.
- Strong team-building leadership skills.
- Understanding of the dynamics of a large church, as distinct from pastoral- and program-sized churches, and the skills needed to help congregants adapt.

APPENDIX C2 · FOR APPROVAL, MOTION 4

Transitional Minister

Full-time, appointment (term-limited, through August 1, 2028).

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Overview

The Transitional Minister supports Broad View United through its leadership transition in two distinct phases. During Bridge Leadership, from the start of the appointment until the new Lead Minister's start date, the Transitional Minister carries the full scope of ministry leadership on an interim basis, substantially performing the duties of the Lead Minister role so the congregation has uninterrupted leadership while that search is underway. During Continuity & Handoff, from the Lead Minister's start date through August 1, 2028, the role steps back from primary leadership of the congregation's forward direction, shifting to institutional history, transition support, and a smooth handoff to the incoming Lead Minister and team. It is structured as a fixed-term appointment rather than an ongoing call, ending August 1, 2028 regardless of when the Lead Minister search concludes.

Accountability

- **Bridge Leadership phase:** accountable directly to the Board, in the same manner the Lead Minister role will be once filled.
- **Continuity & Handoff phase:** accountable to the Board, and works in close consultation with the Lead Minister on continuity and handoff matters, without holding primary leadership authority for the congregation's forward direction.

Phase 1: Bridge Leadership (appointment start until the Lead Minister's start date)

Mirrors the Lead Minister role's scope and hour allocation, performed on an interim basis.

Vision and leadership

8 hours per week

- Provide vision and oversight of the spiritual life of the congregation and all its aspects.
- Carry forward Broad View United's statement of vision, mission and core values through the strategic plan on an interim basis.
- Respond to and manage change and its impact on Broad View United's members and adherents.
- Nurture and mentor leadership, with an eye toward supporting a smooth transition to the incoming Lead Minister rather than setting new long-term direction.

Worship and pastoral care

10 hours per week

- Lead the congregation's worship program; ensure the creative development of worship services, including liaison with musicians.
- Conduct funerals, weddings and baptisms as required.
- Hold overall leadership of pastoral care, working with the Pastoral Care Minister to ensure coverage and quality of religious and spiritual counselling.
- Community engagement through ritual around significant world or community events.

Education and partnership development

4 hours per week

- Ensure delivery of engaging life-long learning experiences for all ages.
- Oversee programs and courses for adults, youth and children, in partnership with the Child, Youth, Family, and Young Adult Ministry Coordinator.
- Maintain relationships with community partners for jointly delivered programs and services.

Outreach and justice making

4 hours per week

- Ensure the continued implementation of BVU's outreach and justice-making program, including Intercultural, Reconciliation and Refugee ministries.
- Support membership in community activist organizations so BVU has a place at the table.
- Engage national church justice stands, currently anti-racism, 2SLGBTQIA+ affirming, and reconciling.

Board and committee relations

6 hours per week

- Engage with the Board on BVU's ongoing wellbeing and governance responsibilities during the interim period.
- Act as an ex-officio committee member on all Board committees except Ministry and Personnel.
- Act as Chair of the Trustees and liaison between the Trustees and the Board.

Financial responsibilities and stewardship

4 hours per week

- Work collaboratively with the Operations Director to ensure financial sustainability and allocation of resources.
- Share oversight of budget creation, financial reporting and adherence to budget.
- Orientation, onboarding and supervision of the new Operations Director.

Human resource management

4 hours per week

- Provide leadership, coaching and oversight to Broad View United's ministry and program staff on an interim basis.
- Supervise ministry and program staff; retain responsibility for hiring and termination decisions affecting ministry and program staff during this phase.
- Delegate administrative HR functions (payroll, facilities/admin staff supervision) to the Operations Director.

Phase 2: Continuity & Handoff (from the Lead Minister's start date through August 1, 2028)

Continuity, history and handoff

16 hours per week

- Document and transfer institutional knowledge, congregational history and key relationships to the incoming Lead Minister and team.
- Support the incoming Lead Minister's onboarding and orientation to Broad View United.
- Maintain continuity of long-standing pastoral relationships during the transition period, in coordination with the Lead Minister and Pastoral Care Minister.

Congregational and pastoral presence

12 hours per week

- Provide worship and pastoral presence as agreed with the Lead Minister, scaled to support (not duplicate) the ongoing ministry team.
- Support significant congregational events and life-passage services as needed during the transition.

Advisory to Board and Lead Minister

8 hours per week

- Serve in a consultant capacity, providing historical and institutional context to Board and staff decision-making.
- Attend Board or committee meetings as invited, particularly on matters connected to the transition.

Administration

4 hours per week

- Attendance and participation in weekly staff meetings.
- Other administrative tasks connected to the handoff, as agreed with the Lead Minister.

Qualifications and experience

- Ordered minister in good standing with the UCC Office of Vocation (or equivalent recognized governing body).
- Deep familiarity with Broad View United's history, congregation and community relationships.
- Experience navigating ministry leadership transitions is an asset.
- Demonstrated experience in senior congregational leadership, comparable to what the Lead Minister role requires, since Phase 1 carries that scope.

Skills and abilities

- Strong mentorship and coaching skills, able to support an incoming Lead Minister and team.
- Comfortable stepping back from primary leadership once the Lead Minister arrives, while remaining a steady, visible presence for the congregation.
- Strong relationship-building skills and ability to document institutional memory clearly.
- Collaborative, low-ego working style suited to a defined, time-limited mandate.

- Able to operate at full senior-leadership scope during Phase 1 and consciously scale back to a supporting role at the transition to Phase 2.

APPENDIX C3 · FOR APPROVAL, MOTION 4

Pastoral Care, Worship & Small Groups Minister

Full-time, called, ordered ministry. Accountable to the Lead Minister, who holds oversight of ministry staff wellbeing and performance.

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Overview

The Pastoral Care, Worship & Small Groups Minister holds primary responsibility for pastoral care across the congregation, shares in worship leadership, and supports small-group ministry.

Duties and responsibilities

Pastoral care

16 hours per week

- Provide pastoral visitation and crisis support, including hospital, home and end-of-life visits.
- Support the congregation and its members through significant life passages: illness, grief, family transitions.
- Officiate at memorials, funerals and weddings as requested.
- Coordinate referrals to professional and community supports where appropriate.
- Build and maintain a caring-community network of trained lay pastoral visitors.
- Oversight of welcome ministry tasks and initiatives.
- Work with administration on updates to the congregational database.

Worship and contemplative ministry

10 hours per week

- Participate in worship leadership weekly through prayers, liturgies and welcomes.
- Preach approximately once a month, and as otherwise agreed with the Lead Minister.
- Participate in liturgical and worship planning, including liaison with musicians.
- Provide leadership and oversight of contemplative ministry initiatives.
- Liaison with the Healing Pathway ministry.
- Coordination of special services, e.g. Blue Christmas, All Saints, vigils, Taizé.

Small groups

8 hours per week

- Facilitate and support small-group ministries; recruit and develop small-group leaders.

- Where small-group facilitation skills are still developing, pursue continuing education to build this capacity, prioritizing pastoral care and worship competency first.

Team and administration

6 hours per week

- Attendance and participation in weekly staff meetings.
- Collaborate closely with the Lead Minister, Child, Youth, Family, and Young Adult Ministry Coordinator, Intercultural Minister and Operations Director on shared programming and pastoral coverage.

Qualifications and experience

- Member of the Order of Ministry through the UCC or a recognized equivalent denomination.
- Demonstrated experience providing pastoral care in a congregational setting.
- In good standing with the UCC Office of Vocation or other related professional governing body.
- Completion of a police records check.

Skills and abilities

- Compassionate listening and crisis-response skills; ability to establish meaningful relationships, including with vulnerable people.
- Worship planning and preaching ability.
- Familiarity with contemplative ministry and practices.
- Small-group facilitation and leadership development skill, or demonstrated ability to build this through continuing education.
- Collaborative team player, able to work closely with the Lead Minister and other ministry staff.

APPENDIX C4 · FOR APPROVAL, MOTION 4

Child, Youth, Family, and Young Adult Ministry Coordinator

Full-time, ordered or lay. Accountable to the Lead Minister, who holds a role of support and oversight of the ministry as a whole and accountability for staff wellbeing and performance.

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Overview

The Child, Youth, Family, and Young Adult Ministry Coordinator supports the ministry and vision of integrating First Third Ministry into the life of Broad View United. The position is primarily responsible for oversight and leadership of ministry with and to families, children, youth and young adults. This includes both program leadership and development, and leadership mentoring and training.

The Coordinator is the staff person responsible for the support and oversight of the family ministries team and for contract staff related to these groups and ministries.

Duties and responsibilities

Children and family ministry

15 hours per week

- Provide leadership and oversight of the ministry with families, children and youth, including nurturing community through relationship building, networking, program development, and leadership mentoring and training.
- Create programs that nurture faith formation in the Christian tradition.
- Adapt or design Sunday morning curriculum that mirrors the stories and themes chosen annually for the program year, in consultation with other ministry staff.
- Inspire, coach, recruit, train and oversee individuals who share in the leadership of children and youth programs.
- Create, monitor and integrate a tracking and follow-up system for those who "check out BVU" and those who might want to engage with the ministry.
- Monthly Family Night dinner support and oversight.
- Create opportunities for intergenerational learning and mentoring through building trusted relationships.
- Pastoral care and support for children and their families in crisis.
- Intergenerational worship participation and planning.

- Participation in Sunday morning worship: welcoming new families, and leadership in the Sunday morning children's programs.

New family integration and engagement

10 hours per week

- Work with the Lead Minister to ensure a newcomers system of welcome and integration enables new families to make timely connections within the intergenerational, intercultural and 2SLGBTQIA+ affirming BVU faith community.
- Design, nurture and create paths for engagement and belonging for family- and parent-based small groups (online and/or in person).
- Prime oversight for training, support and nurture of family small group facilitators.
- Provide follow-up for newcomers and pathways for integration into existing programs and small groups.
- Create new small groups as needed and support their establishment.

Youth and young adults

10 hours per week

- Leadership of weekly youth group programs, facilitating community building and faith formation.
- Recruitment and training of support leaders for this weekly ministry.
- Communication, invitation and engagement with youth through group opportunities and one-on-one meetings.
- Communication with families of youth about activities and opportunities.
- Follow-up on newcomers and those who are missing, to create opportunities for re-engagement.
- Coordinate, equip and mentor young adults through program engagement, leadership opportunities and faith formation.
- Leadership and coordination of young adult programs and events.
- Interfacing with UVic chaplaincy and other post-secondary institutions.
- Create opportunities for intergenerational learning and mentoring.
- Pastoral care and support for youth and young adults in crisis, including support through life transitions.

Administration

5 hours per week

- Attendance and participation in weekly staff meetings.
- Interfacing with First Third ministry support through Pacific Mountain Region.
- Social media, newsletter and other communication updates.

Qualifications and experience

- Demonstrated skills in program design and leadership with children, youth and families.
- Some post-secondary training in education, theology and faith development.
- Passion for nurturing the faith of those in the first third of life.

- In good standing with the UCC Office of Vocation or other related professional governing bodies.
- Completion of a police records check.

Skills and abilities

- Spiritually grounded, with an ability to demonstrate and articulate a progressive faith and pattern of spiritual practices.
- An ability to create, maintain and support a positive human community with mutual respect, humility and diplomacy.
- Program design skills and the ability to train others in leadership of such.
- Knowledge and ability in working with neurodiverse children, youth and young adults.
- An ability to listen and respond compassionately, establishing meaningful relationships, including with vulnerable people.
- An ability to represent Broad View United with integrity and compassion.
- Good organizational skills, including planning and group process.
- An awareness and use of social media; strong computer skills, knowledge and comfort.

APPENDIX C5 · FOR INFORMATION ONLY

Operations Director

Full-time (40 hours per week). Reports day to day to the Lead Minister, with direct accountability to the Board for key strategic projects and initiatives.

For information only. This role does not require a congregational vote. The Operations Director is a lay staff position, hired by the Board. The search is already underway, and the posting below has been public since early October 2026.

The opportunity

Are you someone who has the passion, skills and track record for making a real difference within the community, and an independent self-starter reflecting our core values of being progressive, walking the talk and building strong connections? Then this role is for you.

At Broad View United we are looking for an Operations Director to join our team. Through this executive administration-level role, you will be the glue that ensures the smooth day-to-day functioning of this active, growing and affirming community, while developing and implementing innovative, forward-looking operational strategies.

Responsibilities

- **Facility management:** Lead all aspects of property management for BVU's properties, including ensuring smooth and efficient property operations and oversight of all improvements, repairs, maintenance, rentals and leases.
- **Financial oversight:** Ensure the oversight of BVU's budget, and that financial policies are aligned with the Board's and congregation's wishes.
- **Social enterprise:** In partnership with the Board and ministry staff, support existing social enterprises and play a key role in developing and implementing new ones.
- **Board interfacing:** Support the Board by preparing reports and conducting research as required.
- **Human resources:** Recruit, develop, lead and inspire a high-performing administrative and operations team. Ensure smooth and efficient day-to-day administrative operations in support of ministry needs.
- **Policy development:** Draft operational policies, in consultation with the Lead Minister, for Board review and approval.
- **Communications:** In collaboration with ministry staff, oversee the development and implementation of an integrated and transparent communications plan.
- **Community interfacing:** Maintain existing community partner relationships and foster new opportunities and relationships aligned with BVU's mission and values.

Qualifications, skills and experience

- A minimum of five years' work experience in a non-profit agency or social enterprise in operations management and supervision, or an equivalent combination of experience and education.
- Post-secondary education in business administration or non-profit management.
- A successful track record of implementing change within an organization, including strong organizational and project management skills.
- Experience with financial management software and a strong understanding of basic accounting principles.
- Strong operational management, leadership and administrative skills.
- Database experience and systems-thinking abilities.
- Strong verbal and written communication, with experience cultivating an outstanding and trustworthy reputation with diverse groups.
- Able to work as a team leader, with input from ministry staff, the BVU Board, the congregation and community leaders.
- Actively leads efforts to establish and accomplish operational goals, objectives and strategies, with strong follow-up through performance management and coaching.
- Independent, self-starter working style.
- Experience in a church or faith community setting is an asset.
- Property management experience or understanding.

Other considerations

Accountability: This is an executive position with dual reporting and accountability. The role reports day to day to BVU's Lead Minister. For key strategic projects and initiatives, reporting and accountability are directly to the BVU Board. Strong collaborative working relationships with ministry staff, board members, volunteers, contractors and the broader faith community are essential.

Working hours: Full-time (40 hours per week), with a presence at the BVU church building five days a week. Occasional work from home is possible, but presence in the building is required for staff access and for working with user groups and congregants.

Remuneration: Commensurate with experience and skills, in the range of $85,000 to $100,000 per year. Benefits and pension are additional parts of the employment package. Three weeks' vacation plus holidays, depending on experience and to be negotiated.