

# WARDEN HANDBOOK - Territory of the People Anglican Church

2<sup>nd</sup> Revision April 2019

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## SECTION 1 – GENERAL INFORMATION

### 1.1 INTRODUCTION

A few things about the ministry of Church Warden.

- Firstly, yours is a Territory of the People wide ministry as well as a parish ministry. You share directly in the leadership of your parish community, along with your Incumbent/Ministry Developer, Priest/Ministry Developer, and the Bishop.
- Secondly, yours is a team ministry in the sense that you function together. The traditional designation of “Rector’s” and “People’s” refers to the fact that one Church Warden is appointed by the Incumbent (Priest) / Ministry Developer, and the other elected by the congregation. In many parishes within the Territory, the wardens are both elected by the parish. Only together can you carry out your shared ministry of support and oversight along with the Bishop, Incumbent/Ministry Developer and/or Ministry Developer. The Incumbent/Ministry Developer and two church wardens of the parish form the parish corporation and are the ones who sign all documents on behalf of the parish.
- Thirdly, you are encouraged to pray for, to seek, and to expect God’s grace for your ministry of leadership with God’s people. You are to share in helping to create and sustain a community in which people will encounter and be uplifted by the Risen Christ.
- Finally, the Bishop’s role is to support you as you exercise local leadership in the Body of Christ. It is important you feel you can contact the Bishop with any questions or concerns you may have from time to time. This direct relationship between wardens and Bishop is particularly important in parish life, especially when your parish is going through a time of transition.
- The wardens, either elected by the congregation, or one elected by the people and the other appointed by the Incumbent/Ministry Developer, and work as a team, and have been called by God along with the Incumbent/Ministry Developer, or if there is no Incumbent/Ministry Developer, or Priest-in-Charge with the Bishop, to be responsible for the mission, worship and life of the local congregation. The tools required for doing this job will include, faith in God, a good sense of humor, the policies of the Territory of the People and this Wardens Handbook.

Your parish and the wider community of the Territory of the People, are grateful you accepted this special ministry of leadership to which you have been called.

This handbook is based on the policy manual of the Territory of the People and is intended as a source of information and a guide for wardens and church committees as they perform the ministry of administration to which they have been called.

## 1.2 DESCRIPTION OF THE TERRITORY OF THE PEOPLE

*“The Territory of the People walk together with all God’s people, journeying into a new creation, and trusting with faith and courage in the guidance of the Holy Spirit. We love as Jesus loves, living with integrity and openness, and are committed stewards of God’s world.”*

*Mission Statement adopted May 2011 (for the Anglican Parishes of the Central Interior)*

Three affirmations on which our life is grounded: (adopted 2001)

1. We affirm that the Anglican Parishes of the Central Interior needs to gather together as a family of God
2. We affirm that this time of transition has been given to us as a gift to explore possible new directions towards which the Spirit is calling us.
3. We affirm that God is calling us to share in Jesus’ ministry of healing and reconciliation.

The Territory of the People (formerly the Anglican Parishes of the Central Interior) is comprised of the area of the Central Interior of British Columbia. It has an area of approximately 65,000 square miles and there are 17 Parishes and 4 Ecumenical Shared Ministries (33 Congregations).

The basic structural unit of the Anglican Church is the Diocese. The Diocese is apportioned into Parishes. A Parish may consist of one or more congregations. The Territory of the People covers the area of the former Diocese of Cariboo, and functions similar to any other Diocese within the Anglican Church.

Parishes are grouped together as a Region, under the leadership of a Regional Dean, both for facility in administration and in order for them to work together in solving problems of mutual interest.

The governance of the Territory was determined by our inaugural Assembly in 2001 and is unique in its structure within the Canadian Church. The Assembly consists of the Bishop and Clergy of the diocese, two lay members and two youth from each parish, elected by the parishes at their annual vestry meetings, as well as ex-officio members. Fifteen First Nations delegates selected by the Bishop and the Territory Indigenous Council also are giving voice and vote. The Bishop chairs the Assembly.

Assembly meets every two years for the purpose of considering the reports of committees charged with particular responsibilities, electing new committees, enacting or amending legislation, and taking what steps may be deemed advisable for strengthening the work of the Church in the Territory.

In addition to the Assembly there are the Provincial and General Synods.

### 1.3 PROVINCIAL AND GENERAL SYNODS

The Provincial Synod of the Ecclesiastical Province of British Columbia and the Yukon consists of all the dioceses in the Province of BC. The Chairperson is the Archbishop who is known as the Metropolitan. Membership consists of representatives from each diocese in the Ecclesiastical Province elected by the various Synods, together with the respective Bishops and Chancellors. Provincial Synod meets every three years at the call of the Metropolitan and considers matters of interest in the provincial sphere.

The General Synod is the governing body of the Canadian Church. It consists of all the Bishops, together with clergy and laity elected by each diocese. The Chairperson is the Primate and meetings are held every three years. In the years General Synod does not meet, meetings are held of a smaller body elected by General Synod known as the National Executive Council, commonly referred to as Council of General Synod (COGS)

### 1.4 OFFICE STAFF & OFFICE HOURS

#### STAFF

Metropolitan	The Most Reverend Melissa Skelton (2018)
Bishop Suffragan	The Rt. Rev Barbara Andrews - <a href="mailto:bishop@territory.anglican.ca">bishop@territory.anglican.ca</a>
Financial Officer	Dwight Oatway – <a href="mailto:finance@territory.anglican.ca">finance@territory.anglican.ca</a>
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Payroll Manager	Bonnie Bailey
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Resource Centre	Gordon and Mary Dove <a href="mailto:resourcecentre@territory.anglican.ca">resourcecentre@territory.anglican.ca</a>
Provincial Archivist	Marche Riley – <a href="mailto:mriley@vancouver.anglican.ca">mriley@vancouver.anglican.ca</a>

#### OFFICE HOURS

9:30 00 am to 4:00 pm	Tuesday, Wednesday and Thursday – Office open Monday - Bookkeeper comes in the early morning
10:00 am to 2:00 pm	Friday – Resource Centre

#### ADDRESS

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## SECTION 2 – WARDENS

### 2.1 DUTIES OF WARDENS: Territory Policy 3.6 [see Addendum]

### 2.2 INTERPRETATION OF WARDEN'S DUTIES

- 2.2.1: To give leadership in Christian lifestyle. Both wardens are to be frequent participants in the public worship of the congregation. They need to be visible as they exercise their ministry in the congregation and it is hoped, to have at least one ministry they are exercising in the community beyond the church, e.g. Big Brothers, Red Cross, food bank, drop in centre, etc. Wardens can be an example to others in their baptismal ministry by keeping a healthy balance between occupation, family, church activity and community service.
- 2.2.2: To strengthen the life of the church through the growth and development of its people in numbers, spiritual depth, and in service to the community. This can best be accomplished by being certain the Incumbent/Ministry Developer and church committee are involved in a planning process in order for spiritual growth, Christian education and community needs to be kept before the people. The wardens need not do the planning but with the Incumbent / Ministry Developer, be certain the parish develops a plan, a sense of direction, goals and objectives.
- 2.2.3: To seek and identify ways church members can serve the world. It would seem this means wardens have the job of discovering and keeping the needs of the local village, town, neighbourhood, before the congregation as well as assisting parish members to know what gifts they have to offer in service to the community, and encouraging them to match their gifts with community needs. Again, the wardens, with the Incumbent/Ministry Developer, can assign these tasks to others.
- 2.2.4: To support and advise the Incumbent/Ministry Developer. Support does not mean being a “yes” person. Support means honest dialogue in response to ideas, approaches, and methods - both positive and negative. If the Incumbent/Ministry Developer and one warden wish to go in a particular direction and the second warden in conscience does not, there are two choices:
- a) state your thoughts and feelings clearly so the other two understand your position and you know you have been heard and then accept the decision of the majority and work hard to support these plans.
  - b) state your thoughts and feelings clearly so the other two understand and offer your resignation.
- 2.2.5: To have custody of the church funds, to appoint a treasurer, to give an accounting to the church committee.

The wardens, not the Incumbent/Ministry Developer, have oversight of the finances of the parish. No doubt you will do this in consultation with the Incumbent/Ministry Developer, if there is one, and the church committee. The wardens choose a treasurer, the church committee and Incumbent/Ministry Developer should ratify the choice. In larger parishes an envelope secretary is elected at the annual meeting or by the church committee.

The wardens are to be certain that financial information is provided to the Incumbent/Ministry Developer and church committee at least quarterly. Monthly is even better and a necessity in large congregations.

The wardens are responsible for the preparation of a budget at least annually and for the financial statements in preparation for the annual vestry meeting. They are responsible for an annual Financial Review which must be completed by a person with financial knowledge who is outside the power core of the congregation. If you don't have access to someone, call the Financial Officer for assistance.

Even in a small congregation the Sunday collection should always be counted by two people and deposited immediately in the bank or night deposit. The collection should not be taken home. If the counting takes place at a time other than after church, the collection should be placed in a night deposit and retrieved by the counters the next day.

These practices prevent the possibility of scandal thus protecting your reputation and the possibility of being hurt as a result of a break-in or robbery with violence.

2.2.6: To oversee insurance for the church and other property of the congregation. It is important insurance values be kept within 10% of replacement value. To allow insurance values to slip will penalize other parishes in the diocese as well as yourselves as premiums will increase for all and you will receive only the value of your insurance not replacement value if there is a loss.

Keeping up insurance values annually is a matter of good stewardship. Large parishes should probably have a professional evaluation completed for insurance purposes every three to five years.

Smaller parishes must send the dimensions of their buildings to the Financial Officer to enable a formula to be applied.

It is helpful to have a list of all the contents of the church and hall, as well as photographs of special items, kept in a safety deposit box at the bank.

2.2.7: To produce, or oversee, the production of annual financial statements.

To arrange for the appointment of a person to do the annual financial review.

To oversee the production of a budget.

To oversee the completion of year-end reports to the Territory.

Much of this was covered in 2.2.5: above. The person reviewing the finances should be appointed by the church committee. The treasurer should not be responsible for creating a budget. The wardens should oversee a process which allows the congregation to have input into budget items. The treasurer can assist by giving information about fixed costs. A budget should reflect in dollars how the parish is moving toward the achievement of its goals and objectives in a given year or period of years. It should reflect the price tag for the parish doing its mission for the year(s) ahead. As many as possible should be involved in the process. The budget belongs to the congregation and must ultimately be approved by them at the annual vestry meeting,

All parish members should be encouraged through their time, talent and money to support the vision of the parish expressed in the budget.

2.2.8: To give oversight to all aspects of personnel management. The wardens are to oversee the salary, benefits and evaluations of all employees or contractors. Any contracts, evaluations and conflicts are to be handled by the wardens, together with the Bishop, Incumbent/Ministry Developer, in a confidential manner. The wardens are to report any changes in contracts or employee relationships to the church committee.

To review annually with the Incumbent/Ministry Developer and other clergy, housing and travel allowance, stipend and benefits within the Territory stipend system, for the church committee's approval (perhaps via the finance committee in a large parish). This means learning something about the stipend system and how it works. Help is available from the Territory office if you have questions, and much of this information is included in the Treasurer's Handbook.

2.2.9: To execute contracts and other documents with the Incumbent/Ministry Developer. Significant contracts and documents should always be discussed with and approved by the church committee. It is important to remember that all property and buildings are registered in the name of the Fraser Basin Property Society. New permanent structures on church property or additions to any existing structure must be approved by the Bishop and the Territory Administration Committee. **It is a requirement to submit building and payment plans before the work is begun.** Any capital or large maintenance project must have the approval of the Territory Administration Committee as set out in the Policy Manual.

2.2.10: Communication between the congregation and the Territory. This can be accomplished in various ways; by sending copies of the parish newsletter to the Bishop, by reporting activities to regional councils and in turn reporting back to the parish by asking regional council representatives, Assembly delegates, the regional representative to the executive committee, to report to your church committee.

2.2.11: To be knowledgeable of Territory policy re: clergy stipends, benefits, maternity and sick leave, honorarium and travel for relief ministers.

These policies are all found in the Territory policy manual, every parish office has at least one copy, and all the policies are kept current on the Territory website, under Resources – Policy Manual. Policy manual holders are sent new policies and/or policy revisions twice a year following approval at the Territory Coordinating Council meetings. If you suffer from insomnia the policy manual makes great reading and is much cheaper than sherry or scotch!

2.2.12: To be familiar with the relationships between the Territory, region, parish, Assembly, General Synod, and Provincial Synod. If you don't know, how can you teach others? Ask your Incumbent/Ministry Developer, ask the Territory office, if you have any questions.

2.2.13: In consultation with the Bishop, to be responsible for the parish when there is no Incumbent/Ministry Developer. The Incumbent/Ministry Developer is the

Bishop's appointee in the parish. When you have an Incumbent/Ministry Developer you work in consultation with him or her as a team, and together with the church committee, as a team.

When there is no Incumbent/Ministry Developer, unless someone else is appointed, you, as warden are directly responsible for the life of the parish. Bishop and wardens become the team. This fact alone says something about the importance of God's call to be a warden.

## 2.3 WARDENS RESPONSIBILITIES (in brief)

### A) On-going Tasks

- Worship regularly
- Meet regularly with the Incumbent/Ministry Developer, treasurer and church committee chair to plan church committee agenda
- Carry out tasks assigned by the Incumbent/Ministry Developer or church committee
- With the Incumbent/Ministry Developer to maintain contact with the Bishop and Regional Dean
- Be certain Regional, Assembly and General Synod delegates report to church committee and congregation
- Be certain the Sunday count after worship is accurately kept
- Keep up with changes in the Territory policy manual
- Keep the Territory policy manual up to date
- Report activities and finances to church committee regularly, at least quarterly

## B) Duties - could be divided between wardens

- Maintain proper record of parish activities
- Warden's correspondence
- Vestry book
- Liaise with parish groups
- Church supplies
- Advertising, media contacts
- Care and maintenance of property
- Provide for the care and maintenance of furnishings and equipment for worship, education and other functions
- Maintain Inventory of parish property
- Inspect Bell installations annually (if you have one)
- Liaise with Regional Council, other parishes
- Be certain Federal Registered Charity Information Form T3010 is completed and mailed as required
- Arrange for the counting of Sunday collection
- Supervise parish planning in consultation with Incumbent/Ministry Developer
- Supervise the creation of parish goals, and strategy to achieve them (with Incumbent/Ministry Developer and church committee)
- Assist committee Chairs as requested
- Together with Incumbent/Ministry Developer be responsible for preparations for the annual vestry meeting and/or other congregational meetings
- Oversight of finances

## 2.4 WARDENS CHECK LIST

### January

- Prepare for Annual Vestry Meeting in consultation with the Incumbent/Ministry Developer
- Ensure all necessary reports are received
- Financial statements
- Budget for the year ahead
- Make sure Annual Report booklet is being prepared for congregation
- Ensure the Parish Count for Statistical Records takes place

Ensure:

- (a) Annual Vestry Meeting date is publicized at least two Sundays in advance
- (b) Schedule and announce date of first Church committee meeting following Annual Vestry Meeting

### **February**

- In consultation with Incumbent/Ministry Developer:
  - prepare orientation for new committee members
  - prepare nomination for treasurer
- At the first Church committee meeting:
  - (1) Elect Chair (if not Incumbent/Ministry Developer)
  - (2) Nominate Treasurer
  - (3) Name sub-committee and chairs, etc.

### **March**

- Ensure year end statistics and other annual report forms are submitted to the Territory Office by March 15<sup>th</sup>

### **April**

- First quarter report to parish including finances (if not submitted monthly)

### **May**

- Ensure Federal Registered Charity Information Form T3010 is completed
- Review needs: grounds, buildings

### **June**

- Ensure Federal Registered Charity Information Form T3010 is mailed by June 30<sup>th</sup> annually. A copy of the completed form is to be sent to the Territory Office by June 30<sup>th</sup>.
- 2nd quarter report to parish including financial reports (if not submitted monthly)

### **July/ August**

- If Incumbent/Ministry Developer takes a vacation, consult re: replacements for worship and pastoral care
- Be ready to assist replacement clergy
- Be ready to refer parish pastoral emergencies to pastoral care replacement
- Monitor income and expenditures

### **September**

- Review of next year's housing allowance with Incumbent/Ministry Developer in preparation for church committee
- Approval of proposed staff salary and benefits by church committee
- Begin Parish Planning process - progress toward parish goals, a process to create vision for the year ahead

### **October**

- Prepare grounds and buildings for winter
- 3rd quarter report to parish
- Price tag to parish goals for the next year. Prepare next year's budget

If parish requires a grant to operate, application must be sent to the Territory office by October 15th

### **November**

- If not undertaken at another time in parish, contact for financial commitment
- Ensure offering envelopes are ordered
- Plan stewardship development for the year ahead

### **December**

- Schedule annual vestry meeting in consultation with Incumbent/Ministry Developer and church committee
- Set deadline for reports for the Annual Vestry Meeting
- Appoint Nominations Committee
- Approve draft budget for the coming year
- Evaluation - clergy
  - relations between wardens and church committee
  - progress toward parish goals

## SECTION 3 – CHURCH COMMITTEE

### 3.1 DUTIES OF CHURCH COMMITTEE: Territory Policy 3.8 [see addendum]

### 3.2 INTERPRETATION OF THE CHURCH COMMITTEE DUTIES

#### 3.2.1: To act on behalf of the congregation between annual meetings.

It is sometimes said the job of the church committee is to run the parish. It is better to define the church committee's work as "to serve the congregation". The annual vestry meeting approves the budget which defines the congregation's priorities for the coming year. It is the work of the church committee in part, to carry out and bring into being, the goals and objectives approved by the congregation, and act on behalf of the congregation between meetings.

Should circumstances change, the church committee can also make decisions on behalf of the congregation as it seeks to carry out its goals and objectives. The church committee along with the wardens and Incumbent / Ministry Developer also needs to be certain that the congregation has the opportunity to talk about and discuss the direction, purpose, statement, goals and objectives of the parish as it seeks to carry out its mission to the world.

#### 3.2.2: At all times to support and assist the Incumbent/Ministry Developer and wardens in the execution of their duties. The vision is again the committee working together with the Incumbent/Ministry Developer and wardens as a team responsible for the mission of the parish. The wardens, in consultation with the Incumbent/Ministry Developer, are to teach and encourage this.

#### 3.2.3: To clarify the long and short term goals and objectives of the congregation and to develop a program to achieve them. This is the biggest work of the church committee; developing programs so the parish can move in the direction decided and achieve the goals and objectives agreed upon. Wardens can encourage and support this by making sure it happens.

#### 3.2.4: To interpret the goals, objectives and program of the congregation to its people, and to encourage them to support the same. This is both an exercise in example as well as in communication. It means all know what is happening, why, and how they can be part of it.

#### 3.2.5: With the wardens, to ensure all necessary furnishings and equipment are available and in good condition for the proper carrying on of worship and other functions of the congregation. Here the church committee, in conjunction with the wardens, has the task of making sure the facilities and tools are available for the congregation to carry out its program.

#### 3.2.6: To appoint and set the terms of employment for all lay persons employed by the congregation whether full-time, part-time, honorary or paid. Here the church committee takes responsibility for the human resources to carry out the parish program. This means creating position descriptions, job parameters, pay scales, in order for people to have a clear understanding of what they have been called to do, whether paid or unpaid, and can be held accountable for what they do. This will enable the mission of the congregation to move ahead. It is the responsibility of the wardens to deal with personnel

issues in a confidential manner, and to report in general terms to church committee the results of these issues.

3.2.7: To maintain an inventory of all the property of the congregation.

The church committee is called to keep track of the facilities and tools required for the congregation to carry on its mission.

3.2.8: To establish such sub committees as the church committee may decide.

Reality says that not everyone can be involved in every goal or objective of the parish program. Work may need to be divided up to be better accomplished. The work of the wardens, along with the Incumbent/Ministry Developer, is to ensure the church committee does its work for the benefit of all.

3.2.9: When the parish church hall is used by an outside body for a one-time event and alcohol is being consumed, the following requirements are necessary:

- a) A copy of the Serve Right License for the person who will be serving the alcohol.
- b) A copy of the temporary license to serve and sell alcohol which must be displayed by the bar area.
- c) Liability Insurance must be obtained by the Renter and provided to the church.

## SECTION 4 – INCUMBENT / MINISTRY DEVELOPER

**4.1 DUTIES OF THE INCUMBENT/MINISTRY DEVELOPER:** Territory Policy 3.7 [see addendum]

### **4.2 INTERPRETATION OF THE INCUMBENT/MINISTRY DEVELOPER DUTIES**

The Incumbent/Ministry Developer holds his/her position by license of the Bishop after consultation with the Bishop's personnel commission.

This committee is made up of persons from the parish chosen by the Bishop from nominations given to him/her by the church committee.

The duties of the Incumbent/Ministry Developer are painted in broad strokes in the paragraphs below from the ordination service and the service celebrating a new ministry. You will note the strong emphasis on preaching, teaching, and giving leadership to worship.

The responsibility to administer the parish does not lie with the Incumbent/Ministry Developer alone as by canon and custom, specific responsibilities are handed to wardens and others. You may also wish to note that when there is no Incumbent/Ministry Developer the wardens are directly responsible for the growth, mission and service of the parish in consultation with the Bishop until such time as there may be appointed a priest-in-charge.

It is the Incumbent/Ministry Developer's responsibility to help create, and have and hold a vision for the parish which fits into the vision of the Territory of the People. In consultation with the Bishop, he/she is to present the vision and call of our Lord Jesus Christ bringing his good news to the bad news of the world, and to create a worshipping community committed to the service of the world and one which heals and strengthens the ministry of every member of the fellowship of the baptized in the world.

The Incumbent/Ministry Developer is to give leadership to worship. By policy, he/she is primarily responsible for music. He/she is to oversee the maintenance of sacramental ministries. The Incumbent/Ministry Developer oversees the training and licensing of lay ministers of word and sacrament, communion assistants, readers and intercessors.

As a teacher of the faith, the Incumbent/Ministry Developer will participate in, and oversee the preparation for baptism, first communion, confirmation, and marriage, calling others to assist in this ministry.

As a teacher of the faith, the Incumbent/Ministry Developer will participate in and oversee the making and nurturing of new Christians and the growth in understanding and commitment of all the baptized, inviting and helping others to partake responsibly in this ministry.

He/she will participate in and oversee the pastoral care of parish members including the training of visitors for the sick, the shut-in, the grieving and those in crisis situations. The Incumbent/Ministry Developer takes his or her place in the governance of the local parish both as a member of the church committee and as resource person and spiritual director, encouraging members of the committee to fulfil their ministries to the congregation and the world.

It is the responsibility of the Incumbent/Ministry Developer to participate in and to oversee the proclamation of the faith in preaching and the teaching of the parish to ensure every parish member can share their faith with others. It is his/her responsibility to create an ambience in which people feel their gifts are valued and there is freedom and encouragement to use them in the service of their Lord in the church and in the world.

#### **4.3 THE EXAMINATION: ORDINATION SERVICE**

***All are seated except the Ordinand who stands before the Bishop.***

*Bishop:* The Church is the family of God, the body of Christ, and the temple of the Holy Spirit. All baptized people are called to make Christ known as Saviour and Lord, and to share in the renewing of his world. Now you are called to work as pastor, priest, and teacher, together with your Bishop and other presbyters, and to take your share in the councils of the Church.

As a priest it will be your task to proclaim by word and deed the gospel of Jesus Christ, and to fashion your life in accordance with its precepts. You are to love and serve the people among whom you work, caring alike for young and old, strong and weak, rich and poor. You are to preach, to declare God's forgiveness to penitent sinners, to pronounce God's blessing, to preside at the administration of holy baptism and at the celebration of the mysteries of Christ's body and blood, and to perform the other ministrations entrusted to you.

In all you do, you are to nourish Christ's people from the riches of his grace, and strengthen them to glorify God in this life and in the life to come.

*N,* do you believe you are truly called by God and the Church to this priesthood?

*Answer:* I believe I am so called.

*Bishop:* Do you now in the presence of the Church commit yourself to this trust and responsibility?

*Answer:* I do.

*Bishop:* Will you respect and be guided by the pastoral direction and leadership of your Bishop?

*Answer:* I will.

*Bishop:* Will you be diligent in the reading and study of the Holy Scriptures, and in seeking the knowledge of such things as may make you a stronger and more able minister of Christ?

*Answer:* I will.

*Bishop:* Will you endeavour so to minister the word of God and the sacraments of the new covenant, that the reconciling love of Christ may be known and received?

*Answer:* I will.

*Bishop:* Will you undertake to be a faithful pastor to all whom you are called to serve, labouring together with them to build up the family of God?

*Answer:* I will.

*Bishop:* Will you do your best to pattern your life in accordance with the teachings of Christ, so you may be a wholesome example to your people?

*Answer:* I will.

*Bishop:* Will you persevere in prayer, both in public and in private, asking God's grace, both for yourself and for others, and offering all your labours to God, through the mediation of Jesus Christ, and in the sanctification of the Holy Spirit?

*Answer:* I will.

*Bishop:* May the Lord who has given you the will to do these things give you the grace and power to perform them.

*Answer:* Amen.

#### **4.4 DECLARATION: CELEBRATION OF A NEW MINISTRY**

*The symbolic gifts of chalice, bible and policies are brought forward.*

*Lay Minister of Word and Sacrament:*

On behalf of this congregation I present you with this chalice as a symbol of your sacramental ministry in our community. Be among us as one who calls us into and out of holy places, and as a sign of the healing power and presence of God.

*Incumbent/Ministry Developer:* I thank you for this symbol of the sacramental life we share and I pledge to you that I will at all times, and to the best of my ability, declare God's forgiveness to all who seek it, pronounce God's blessing upon all who desire it and that I will preside at the administration of holy baptism and at the celebration of the mysteries of Christ's body and blood with the care and reverence appropriate to the worship of almighty God.

*Reader:* On behalf of this congregation I present you with this bible as a symbol of your responsibility to preach the word of God in this place. Be among us as a teacher of the faith.

*Incumbent/Ministry Developer:* I thank you for this symbol of God's holy word and I pledge to you that I will at all times, and to the best of my ability, apply myself to the diligent reading and study of Holy Scripture, to lend instruction to all who seek it and to preach the love and mercy of God in Jesus Christ.

*Chair, Parish Council:* On behalf of this congregation I present you with this copy of the policies of the Territory of the People as a symbol of your responsibility to administer the affairs of this parish. Be among us as one who is dedicated to the building up of this community and the stewardship of our resources.

*Incumbent/Ministry Developer:* I thank you for this symbol of the leadership you entrust in me and I pledge to you that I will at all times, and to the best of my ability, administer the affairs of this parish with honesty and integrity and that I will strive to do so with wisdom, humility, discernment and good humor.

## SECTION 5 - ORGANIZATION

### 5.1 ORGANIZING THE WORK OF WARDENS AND CHURCH COMMITTEES

How wardens and church committees organize themselves varies from place to place. If the mission of the church is to go forward, it needs to be mission centered rather than survival centered. The wardens and church committee should meet regularly once a month.

What will they do? Dr. Bud Phillips of the Centre for the Study of Church in Ministry suggests every congregation has seven major sub systems which need attention. These include:

1. education;
2. nurture;
3. socializing and hospitality (making people feel at home);
4. reparative, caring for those hurt or wounded;
5. maintenance and substance, keeping the fabric and finances strong;
6. outreach and evangelism, do we just look after our own or reach out to others;
7. creating a welcoming atmosphere for newcomers and those passing through.

In a small church one member of the committee would have an eye on one of these areas. In a larger parish sub committees could be created to be certain they are looked after, and to ensure no one is left out. In one large parish the Incumbent/Ministry Developer asks one warden to be responsible for the maintenance, finances, and stewardship; the other for parish program regarding education and outreach while he/she cares for worship and pastoral care; each giving support to the committees working under their area of ministry. Some parishes have the church committee appoint the Incumbent/Ministry Developer, wardens, treasurer and building and grounds chair as a management committee, acting as a steering committee for the church committee, and looking after the nuts and bolts of parish operations. The church committee focuses on creating program and policy.

Another approach would be for the church committee to lead the congregation in identifying what are the important ministries we need to be carrying out in order to be a vibrant Anglican Christian community within our city or town. Then organize the work of the church committee and wardens and Incumbent/Ministry Developer around those ministries.

The Episcopal church guide for congregational evaluation suggests five foci based on the promises made by a baptismal candidate. Those include:

1. worship
2. service
3. education
4. evangelism
5. pastoral care

These areas would make interesting portfolios for one or two church committee members as well as opening up the possibility for discovering those in the congregation who may be gifted for these aspects of mission.

If one or two church committee members were ready to seek others outside the church committee with an interest in one of the above areas of mission, parish momentum could thrust forward and church committee meetings become quite exciting. It would be a call not just to individuals, but to the parish to practice baptismal ministry. It could move a parish or congregation away from worrying about survival to getting on with the work they have been called to do.

It is clear to see that the concern of the church committee can be wider than caring for buildings and grounds, and worrying about money. It is clear that church committee and wardens have a ministry in co-operation with the Incumbent/Ministry Developer, to assist and encourage individuals and the parish to live out their baptismal vows in the daily context of the wider community.

Some church committees when they meet, divide the evening into two parts. First time is spent with the sub committees planning work. Then in the latter part of the meeting the committees share their work and co-ordinate their work with the rest. If some discipline is observed then the system can be quite creative.

If church committees and wardens delegate responsibility to others it is important to call to account those who take responsibility. Decisions should be made as to who will report to the committee and how often, and to whom. They request time on the agenda to present their report. Committees should set out terms of reference and a statement of purpose and goals for the year ahead. When a committee is not heard from for a time, other church committee members may call for a report.

It is important for wardens and church committees to assist the parish to set a vision and goals in order for there to be a sense of direction to monitor progress toward goals, or to suggest or hear ways to achieve goals set. There is much for church committees and wardens to do.

In a volunteer system, much frustration can be averted if committee chairs and other persons in positions of leadership have position descriptions outlining their responsibilities and stating what is expected of them. This allows the person, and those to whom they are responsible, to have some sense of accomplishment, know when they need help, and the opportunity to review how things are going and where help or improvement might be needed.

One example of a position description follows for your reflection.

### **POSITION DESCRIPTION: a sample**

Organist and Choir Director

St. Swithens in the Swamp

The Position in General

- In consultation with the Incumbent/Ministry Developer to be responsible for the music for worship
- Accountable to the Incumbent/Ministry Developer and worship committee

### Specific Responsibilities:

- 1) To choose hymns and service music for the Sunday liturgy  
Performance is satisfactory when:
  - a) The choices are shared with and agreed upon by the Incumbent/Ministry Developer
  - b) The choices fit the theme and readings for the Sunday
  - c) The first and last hymn tunes are well known
  - d) The selection of music is given to the secretary for the leaflet
- 2) To recruit and train a choir to assist the congregation in singing music at the Sunday liturgy  
Performance is satisfactory when:
  - a) There is a choir of at least 10 people
  - b) They know the hymns and service music for each liturgy
  - c) A choir anthem is sung at least once a month
  - d) There is special choral music at Christmas and Easter services, a Festival of Lessons and Carols at Christmas and an Easter Cantata.

## 5.2 THE POLICY AND ORGANIZATIONAL WORKBOOK

One copy of the Territory Policy Manual has been assigned to every parish office for reference and should be kept up to date by the wardens as new information is provided.

## 5.3 “DEFINITIONS”

A **canon** is a “law” agreed upon by synod beyond which officers of the church cannot go.

A **policy** is a statement as to how we will usually work together, a recording of the way we do work together in relation to an aspect of a Territory program. It is something to which we all aim to work toward.

Policy suggests some flexibility and bending though there is a pull to fulfil the policy request.

Canon is rule. There is no flexibility although there is sometimes “forgiveness”.

To violate a canon or to disregard a policy may be failure to discern the will of the spirit working in the diocesan family to work or act in a particular way, and a put down to all the other congregations in the diocese who created and approved both canon and policy.

## SECTION 6 - MISCELLANEOUS

### 6.1 FINANCES: A Further Word

It is clear the wardens are responsible for the care and maintenance of the property of the congregation and in particular to have custody of the funds of the congregation, and to account for them regularly to church committee and to produce year-end financial statements for the annual vestry meeting and a budget for the coming year.

As wardens you may appoint a treasurer and delegate this responsibility but you cannot delegate your accountability. You are responsible to ensure all is done and done well.

You should therefore be familiar with the treasurer's manual and know what reports are needed for the Territory and the government. Of most importance is the annual information return T3010 to Revenue Canada. If that report is not made, your number as a registered charity may be revoked and the tax receipts you have issued be of no value. Borrow your treasurer's manual and read it through with your treasurer so all are clear on what must be accomplished.

### 6.2 STATISTICS

Charged with keeping track of the real and personal property of the parish leads the wardens into taking responsibility for certain information which is kept clearly and accurately. This statistical information should include:

1. An up to date record of the family names, names of adults and children who look to the parish as their spiritual centre. Names should be kept on the list even if participation is not in evidence unless the person requests the name be removed. Records should include whether persons are baptized, confirmed, and when last visited.
2. A vestry book to record the time, date and types of services held, including the number in attendance and the number of communicants at a communion service. Attendance statistics are important in relation to the Incumbent/Ministry Developer's stipend and for following trends over time. The vestry book should be signed by the officiant and preacher after each church service, as well as services held in other places – i.e. care homes. If children are not in church an accurate count of children and teachers in the church school should be kept and added to the Sunday attendance.
3. Further to keeping statistics, each church should have:
  - a) baptismal register
  - b) confirmation register
  - c) parish marriage register
  - d) government marriage register
  - e) burial register
  - f) memorial book.

- 4 Each year the Territory office requires an annual statistical form to be completed and returned promptly - by March 15<sup>th</sup> - along with year-end financial statements, budget for the coming year, and property and insurance values
5. Financial Review – At the annual vestry meeting, the wardens nominate a person capable of performing a financial review for the parish. Books should be reviewed annually. This need not be undertaken by a chartered accounting firm. It is important the person have financial competence and is not connected to the leadership circle of the parish. The books of ACW, Men’s groups, etc., should also be reviewed by a person outside the group and their financial statements included in the annual parish report along with the financial statements for the parish.

A retired bank manager, member of an accounting firm, or a Revenue Canada employee, might volunteer to review the books. A small honorarium can sometimes sweeten the pot.

### **6.3 INVENTORY**

- HAVE A PARTY
- DIVVY UP THE WORK
- HAVE A PRIZE FOR THE ONES WHO FINISH THEIR WORK FIRST
- USE CAMERA/VIDEO TAKE PICTURES OF VALUABLE CONTENTS - CHALICES, FRONTALS, CANDLESTICKS, ETC.
- FILE INVENTORY IN SAFETY DEPOSIT BOX, TERRITORY OFFICE, PARISH OFFICE
- UPDATE EVERY TWO YEARS - AT LEAST
- ADD NEW EXPENSIVE ITEMS TO INVENTORY WHEN PURCHASED

### **6.4 INSURANCE**

- KEEP VALUATION WITHIN 90% OF REPLACEMENT VALUE
- SUGGEST FORMAL APPRAISAL EVERY 3-5 YEARS:
- ANNUAL UPDATE – A GOOD IDEA
- A GOOD INVENTORY WILL HELP REDUCE COST OF APPRAISAL – include photos
- IF NOT FORMAL; ASK BUILDER FOR HIS/HER ESTIMATES AS TO REPLACEMENT VALUE

## APPENDICES

### APPENDIX A: RECORD RETENTION - A guide for storing Records

As a general rule, books, records and related vouchers should be retained for a period of six calendar years after the year in which the record originated. This is a requirement of the Income Tax Act applicable to charitable organizations. However, Regulation 5800 makes an important exception to this rule. Duplicate donation receipts issued by a registered charity need be kept for only two years from the end of the calendar year in which the receipts are issued; however, receipts for donations of property to be held for a period of not less than ten years, are to be retained.

No books or records should be destroyed prior to the expiration of the retention period without written permission of the Minister of National Revenue which is obtained from your local District Taxation Office. The same clearance should be obtained from the provincial taxation authority. The following information will be required:

- A clear identification of books, records or other documents to be destroyed.
- The taxation years for which the request applies.
- Details of any special circumstances which would justify destruction of the books and records at an earlier time than that normally permitted.
- Any other pertinent information.

Permission will not likely be granted to destroy "permanent records" such as minutes, by-laws and general ledgers.

We recommend that after the six year retention period, the permanent business records be forwarded to the Territory office for archival storage; church registers of births, confirmations, marriages and deaths should be forwarded to the Territory office for archival storage every ten years or upon completion of the register (whichever comes first) so they can be recorded in the Provincial Archive files. If requested, incomplete registers will be returned to the church after posting is completed.

As part of your year-end activities, you may want to archive your important paperwork. Clearly label all boxes and files and store them in a secure location.

A well-thought-out and executed filing system ensures your important paper documents are readily available to support your tax return, provide information for a bank loan, or return a faulty product with the original receipt and warranty information.

The Chart below can be used as a handy reference...

## RECORD RETENTION CHART

<b>Form</b>	<b>Keep for at least.....</b>	<b>Examples</b>
<u>Legal documents</u>	permanently	<ul style="list-style-type: none"> <li>• Incorporation papers</li> <li>• Partnership agreements</li> <li>• Church committee meeting minutes</li> <li>• Leasing agreements</li> </ul>
<u>Insurance records</u>	permanently	<ul style="list-style-type: none"> <li>• Policy contracts</li> <li>• Amendments letters</li> <li>• Claim information</li> <li>• Riders Correspondence</li> </ul>
<u>Banking records</u>	10 years	<ul style="list-style-type: none"> <li>• Cancelled cheques</li> <li>• Bank Statements</li> <li>• Loan agreements and payment receipts</li> </ul>
<u>Filed tax returns</u>	permanently	<ul style="list-style-type: none"> <li>• Income tax (Charity) returns</li> <li>• Forms and correspondence sent to Canada Revenue Agency</li> </ul>
<u>Employment records</u>	permanently	<ul style="list-style-type: none"> <li>• ROE</li> <li>• T4</li> <li>• PD7A</li> <li>• Any related correspondence</li> </ul>
<u>Annual financial statements</u>	permanently	<ul style="list-style-type: none"> <li>• Year-end balance sheet</li> <li>• Year-end profit &amp; loss statement</li> </ul>
<u>Vendor bills for supplies and services</u>	7 years	<ul style="list-style-type: none"> <li>• Receipts from the vendor</li> <li>• Credit or collection correspondence</li> </ul>
<u>Vendor bill for fixed assets</u>	7 years after you sell or dispose of the asset	<ul style="list-style-type: none"> <li>• Receipts from the vendor</li> <li>• Credit or collection correspondence</li> </ul>
<u>Customer Invoices</u>	7 years	<ul style="list-style-type: none"> <li>• Customer invoices, statements, and credit memos</li> <li>• Credit or collection correspondence</li> </ul>
<u>Equipment</u>	While in possession	<ul style="list-style-type: none"> <li>• Model &amp; Serial numbers where applicable</li> <li>• Warranties for length of time warranty is valid</li> </ul>

## APPENDIX B: A SERVICE OF COMMISSIONING FOR WARDENS, CHURCH COMMITTEE MEMBERS & TREASURERS

### The Commissioning of Wardens:

*(A similar form could be used for the installation of the church committee and treasurer.)*

*The presiding minister says in these or similar words:*

Brothers and Sisters in Christ, we are all baptized by the one spirit into one body and given gifts for a variety of ministries for the common good. Today we recognize and commission these persons for the ministry of administration as wardens, the ministry to which they have been called by your election (by your election and by my appointment). Let us together with these persons reaffirm our call and commitment to minister as ambassadors for Christ as we renew our baptismal covenant. (p331-332 BAS)

*(The presiding minister may read the duties of the wardens as outlined in Policy 3.6)*

*The presiding minister continues addressing the congregation:*

Is it your will that *N* fulfil the ministry of warden of this congregation?

**People: It is.**

*The presiding minister addresses those to be commissioned:*

*N*, You have been called to this ministry. Will you, as long as you are engaged in this work, perform it with care to the honour of God and the benefit of the church?

*Answer:* I will, with God's help.

*The presiding minister address the congregation:*

Will you uphold *N* and *N* in this service?

**People: We will**

*The presiding minister continues:*

Let us pray,

Blessed are you gracious God our creator and redeemer. In every age you call people to minister in your name. May the work of this (these) your servant(s) *N* so build up your church that we may faithfully serve you and show your love in all the world through Jesus Christ our Lord, who lives and reigns with you and the Holy Spirit, one God for ever and ever. Amen.

*Taking the candidate by the right hand the presiding minister says (to each):*

*N* The Lord enable and uphold you in this ministry by the power of the Holy Spirit. Amen.

*Symbols appropriate to the ministry may be presented (e.g. keys, policy book, warden's wands). The service continues with the Prayers of the People, or the Intercessions and Thanksgivings, during which prayer may be offered for the ministry of the congregation, and for those newly commissioned. Litany 3 or Litany 6 in the Book of Alternative Services (pp 112, 116) is appropriate.*

*In Litany 3 the following may be inserted after the first petition.*

We pray for this *parish* and for all who minister here, (and especially *N or NN*), that we may find joy in your service.

**People: Lord, hear our prayer.**

*In Litany 6 the following may be inserted after the first petition.*

For the ministry of this *parish*, (and especially for *N or NN*), that we may bear faithful witness to the gospel of Christ, let us pray to the Lord.

**People: Lord, have mercy.**

*The prayers may conclude with this collect.*

Almighty God,  
by your grace alone  
we are accepted and called to your service.  
Strengthen us by your Holy Spirit  
and make us worthy of our calling;  
through Jesus Christ our Lord,  
who lives and reigns with you and the Holy Spirit,  
one God, now and for ever. **Amen.**

*At the exchange of the Peace, the presiding minister and others may greet the newly commissioned.*

- APPENDIX C:**     [Understanding the Congregation – A Systems Approach](#)
- APPENDIX D:**     [“How do we get there from here?” Wycliffe College Institute of Evangelism](#)
- APPENDIX E:**     A Diocesan Planning Handbook
- APPENDIX F:**     [Episcopal Church, Guide for Congregational Self-Evaluation](#)

## ADDENDUMS

[Policy 3.6   Duties of Wardens](#)

[Policy 3.8   Duties of Church Committee](#)

[Policy 3.7   Duties of Incumbent / Ministry Developer](#)