

# PARISH PASTORAL COUNCIL GUIDELINES

“Building up the Community of Believers”

Archeparchy of Winnipeg

2007

# ARCHEPARCHY OF WINNIPEG

## PARISH PASTORAL COUNCIL GUIDELINES

<b>I. INTRODUCTION</b> .....	1
1. Origin .....	1
2. Nature.....	3
3. Pastoral Character.....	4
4. Pastoral Reflection .....	5
<b>II. CHARACTERISTICS</b> .....	6
1. Membership.....	6
2. Leadership.....	8
3. Executive.....	10
4. Committees .....	11
5. Meetings.....	19
6. Relationships .....	29
<b>III. RESOURCES</b> .....	31
1. Training and Formation.....	31
2. Commissioning and Prayers .....	32
3. Parish Mission Statements .....	40
4. By-Laws in General .....	46
5. Sample By-Law .....	49
6. Civil By-Law.....	54
<b>Glossary of Terms</b> .....	60
<b>Select Bibliography</b> .....	63
<b>Organizational Charts</b> .....	64

## ARCHEPARCHY OF WINNIPEG

### PARISH PASTORAL COUNCIL GUIDELINES

#### I. INTRODUCTION

##### 1. Origin

The origin of the Parish Pastoral Council is in the same spirit as that of the Archeparchial Pastoral Council, or simply Council, which stems primarily from the wish of the Fathers of the Second Vatican Council, who stated in their decree on the *Pastoral Office of Bishops in the Church*:

It is much to be desired that in every eparchy there should be established its own pastoral council. The eparchial bishop himself should preside over it; and specially selected clergy, religious and laity should play their part in it. The function of this council will be to examine those matters affecting pastoral activities, to assess them and put forward practical conclusions about them (*Christus Dominus*, no. 27).

Following the Second Vatican Council, the Congregation for Bishops issued a Directory for the Pastoral Ministry of Bishops, which called for the establishment of Parish Pastoral Councils like that of the Eparchial Pastoral Councils:

As regards effective organization for the work of caring for souls... the bishop shall consider that kind of parish best... in which the laity, according to the office given them, take part in the parish pastoral council and take charge of works of the apostolate proper to them.... (*Ecclesiae imago*, no. 179).

The creation of the Parish Pastoral Council is intended to give concrete expression to the principle enunciated in the Dogmatic Constitution on the Church that all members of the faithful, by reason of their baptism, have a part to play in the threefold mission of the Church, namely, to teach, to govern and to sanctify, each in accord with his or her respective role (cf. *Lumen gentium*, no. 33).

This new body within the archeparchial structure is meant to give substance to the understanding of the shared responsibility of the people of God and to be representative of the local Church.

The *Code of Canons of the Eastern Churches* – promulgated in 1990 by Pope John Paul II to provide for the canonical discipline of the Eastern Catholic Churches – incorporates the conciliar directive into the general law of the Church and implements it canonically:

In the parish there are to be appropriate councils dealing with pastoral and financial matters, in accord with the norms of the particular law of its own Church *sui iuris*, [that is, the Ukrainian Catholic Church] (canon 295).

The canon, in effect, determines that the Parish Pastoral Council, like that of the Archeparchial Pastoral Council is designed to study and to deliberate on pastoral matters and make practical suggestions for the benefit of the local parish, in particular, and for the Church, in general.

## **2. Nature**

The Parish Pastoral Council, in accordance with the teaching of the Church, is a consultative body. It collaborates with the Pastor, who is entrusted by the Archbishop with the care of the parish.

While the Pastor has the primary canonical and legal responsibility for both the spiritual and material care of the parish and its members, the Parish Pastoral Council is called and established to collaborate with the Pastor in carrying out the mission of the Church.

Through the Parish Pastoral Council's insights, expertise, and prudent advice, it assists the Pastor to identify, implement and evaluate pastoral initiatives, parish policies and decisions which are best suited to spreading the Gospel. It assists the Pastor in coordinating and unifying the parish, and concerns itself with overall parish pastoral development and goal setting.

In its booklet "The Parish Pastoral Council," the Canadian Conference of Catholic Bishops describes the nature of Parish Pastoral Councils as follows:

The parish pastoral council is an institution that brings together lay people and religious who, together with their pastors, work jointly to build the parish as a living Christian community. Thus parish pastoral council members care about parish life in other communities of the eparchy, share in the concerns of the Church universal, and strive to bring the Gospel message to all people and places in their neighbourhood.

Through reflection, planning, animation and action, the parish pastoral council is the place where those ministries or services are brought forth that are needed for the growth of a living parish community. Thus the parish pastoral council must carefully consider the needs of the faithful and search within the community for the means that will adequately respond to those needs (CCCB Concacan, Ottawa, 1984).

The booklet goes on to say:

This responsibility of the parish pastoral council does not take away from the continued mission and responsibility of the parish as a whole. Each baptized parish member remains responsible in his or her own way for the mission of the parish. In this way, the parish pastoral council is a means for implementing better the responsibilities of the whole parish community.

Therefore, the primary purpose of the Parish Pastoral Council is to reflect, plan, animate and act in support of the mission of the parish community.

### 3. Pastoral Character

As its name implies the Parish Pastoral Council is to focus on “pastoral” concerns. The Second Vatican Council placed *pastoral* at the heart of apostolic succession, designating that the *pastoral function* includes teaching, governing and sanctifying (cf. *Lumen gentium*, no. 22). Pastoral then is concerned with the fulfillment of the Church’s mission in the world, with the care of the people of God, and with the call to conversion to those who have not yet heard the gospel. In effect, a pastoral focus entails consideration of what it is to be Church in the world.

The pastoral activity of the Church is aimed at all groups of persons, overlooking no sector or class of those who are to be evangelized or catechized. It requires the cooperation and coordination of all apostolic labourers, namely, laity, religious and clergy. It calls for a concerted effort in all sectors of the apostolate: liturgical, catechetical, missionary, charitable, social, cultural, family and educational so that all the resources of the apostolate in an orderly fashion are brought together in a corporate activity that aims at promoting the well-being and advantage of the whole Archeparchy.

Consequently, the Council is to occupy itself with and reflect on all those things which pertain to the Church’s life and ministry, which include:

- Promoting the perfection of Christian life, especially as this is realized in supporting spouses and parents, and fostering Christian family life;
- Sanctifying through divine worship, particularly the cultivation of a knowing and active participation in the divine praises as it is celebrated in the mysteries (sacraments) and other forms of public worship, especially the Divine Eucharist;
- Teaching the faith, as it is done specifically through the proclamation of the word of God, the instruction of persons in the truths of the faith and the offering of catechetical formation;
- Evangelizing, whether in the missions, in advancing Christian unity, or in particular concern for members of the Church who have fallen away from the practice of the faith;
- Fostering spiritual growth and love of neighbour, specifically as this is expressed in reaching out to and consoling the poor, the lonely, the afflicted, the sick and dying, those exiled from their homes, and any weighed down with heavy difficulties; and
- Animating the world with a Christian spirit, especially through the apostolate of charity and justice which is aimed at perfecting the temporal order.
- Dealing with financial matters as they affect the well-being of the parish.

#### **4. Pastoral Reflection**

As a group constituted to undertake an ongoing reflection on the pastoral direction of the parish, the Parish Pastoral Council is to examine and study all matters relative to pastoral activity, weighing them carefully and proposing practical steps to be taken.

They are to do so in order that whatever affects the needs of persons to be served by the parish may be realized. By its study and reflection, the Council is to provide the judgements necessary to enable the parish to plan its pastoral program systematically and to fulfill it effectively.

In pursuing its pastoral mandate, the Council is to consider the life and activity of the people of God, that is, to research the needs, the ideas, the hopes of the faithful, their actions and their accomplishments. It is to do so in consultation with persons, offices and commissions which specialize in the area under consideration.

The Council is to develop and recommend pastoral plans and direction through a careful process of inquiry and research, prayerful deliberation, mutual dialogue and shared wisdom, aiming at a common vision intended to benefit and build up the parish, and to promote the spread of the gospel.

In occupying itself with the multiple areas of the Church's pastoral activity, it is the task of the Council to cooperate in the ministry of governance by offering the Pastor and the parish the service of counsel flowing from the lived faith experience of the people of God in the local Church, which it represents.

Thus it is proper to the Council, in keeping with its particular character, to:

- Perceive a pastoral need;
- Study it with prayer and dialogue; and
- Propose to the Pastor and the parish a particular way to answer that need.

## **II. CHARACTERISTICS**

### **1. Membership**

The Parish Pastoral Council:

- consists of the Pastor and a leadership group called from and by the parish community
- is a ministry of service on behalf of and for the community
- is comprised of members who by their willingness to serve, have a moral responsibility and are accountable for the life and welfare of the community
- is accountable to the Pastor and to the parish community

Each baptized parish member shares in the responsibility for the mission of the parish. The responsibility of the Council is to develop and support the mission of the parish community.

The Parish Pastoral Council is most effective when:

- each member is a contributing parishioner
- each member actively supports the work of the Council
- each member is willing and able to share responsibility for the mission of the parish

#### **Basic Requirements to Serve on Parish Pastoral Council:**

A person who is:

- a member of the parish
- willing and able to share responsibility for the parish community
- willing to grow in an understanding of the Church through training and study of scripture and Church documents
- able to work with others in a spirit of trust and openness
- committed to regularly attending and contributing to meetings
- actively involved in the faith community

#### **Representation:**

- Every effort must be made to have representation from a cross-section of the parish.
- There need not be a representative from every committee or group in the parish.
- The Parish Pastoral Council must provide appropriate representation to Regional Pastoral Council.
- It is recommended that the number serving on the Council be from 10-20 members. In smaller parishes the number could be 5-10 members.
- Assistant Pastors, Deacons, Religious Pastoral Associates also assist the Pastor in serving the parish community. Their duties may include both ministerial and administrative responsibilities. They have a vital role to play in the planning process for the parish community, and as such should be represented on the Council.



## **Responsibilities:**

**Reflection** – Parish Pastoral Council members should enter into a process of renewal through:

- prayer and reflection on the Word of God
- study of the teachings of the Church
- attentiveness to the Spirit through the events in daily life

**Planning** – Each year the prime responsibility of the Parish Pastoral Council is to plan for the spiritual growth and direction to be taken by the parish community.

Steps in the process could include:

- writing or reviewing a/the Mission Statement
- identifying and assessing the needs and interests of the parish in terms of the mission statement
- setting goals and objectives for a specific time frame
- setting policy to meet the goals and objectives
- monitoring and evaluating existing committees and programs in light of parish goals and objectives
- developing an action plan for encouraging vocations to the priesthood and religious life

**Coordination** of:

- spiritual formation of Parish Pastoral Council members
- communication with and feedback from committees implementing specific tasks
- establishment of new committees as needs arise
- involvement of all parishioners
- financial needs

**Animation** of required parish projects. Ensuring that projects are carried out by the appropriate committee rather than Parish Pastoral Council completing all the work itself.

**Evaluation** of the progress of Parish Pastoral Council and its projects.

## **2. Leadership**

Parishes provide for a gathering of the people of God who in turn are called to share in the mission of Jesus Christ, that is:

- to proclaim the good news
- to worship
- to celebrate
- to serve
- to build up the community as defined and recognized by the Archeparchy.

“To some, His ‘gift’ was that they should be apostles: to some prophets; to some, evangelists; to some, pastors and teachers; to knit God’s holy people together for the work of service to build up the Body of Christ.” (Ephesians 4:11-12)

Parishes have the mission to call forth disciples of Christ and to bring Christ’s reconciling healing and saving presence to the specific needs and concerns of the Church and the world today. Ministries are established formally and informally reflecting the needs, priorities and resources of the parish.

“For the Son of man himself came not to be served but to serve, and to give His life as a ransom for many.” (Mark 10:45)

Leadership is crucial for the success of the various ministries and has been defined as a commitment to enable others to see the dream more clearly and to somehow make it happen. Leadership has also been defined as a quality that provides vision and direction, deals with concepts, exercises faith, seeks to be effective, is an influence for good, and thrives on opportunity.

Parish Pastoral Council members must develop and train themselves in the leadership skills necessary to perpetuate God’s work. A variety of leadership styles exist in the community on a continuum from Authoritarian, where the leader makes all the decisions to Democratic, where the leader works with other members to make decisions. Depending on the individuals involved and the task to be accomplished anyone of a variety of styles on the continuum could be effective.

### **Accountability and Stewardship**

The Parish Pastoral Council empowers the entire parish community to fulfill its mission. It accomplishes this through reflection, discernment, planning, coordinating, animating, action and evaluation. The Council is accountable to the Pastor and the parish which it serves.

Stewardship is the taking on of responsibility for what is not owned. This is an appropriate role for the Parish Pastoral Council. As the steward’s role combines decisiveness with accountability and is understood to be “guest authority.” The ultimate authority and

leadership for the church is exercised by Christ. The Council participates in that authority and leadership in as much as the members remain trustworthy, wise and faithful stewards.

The **three guiding principles** of accountability and stewardship are:

1. **Subsidiarity** - policies, issues, decisions and actions are dealt with at the appropriate level. Committee decisions should be made by the committee not the Parish Pastoral Council unless the decision will have consequences for the whole parish, then it should be made by the Council. For example, the Council should decide the date for the annual church picnic but the committee should decide on the food to be served etc.
2. **Co-responsibility** - those affected by the decision should help make it. This may involve:
  - a wider consultation and discernment process in the whole parish in decisions which will affect the overall direction and policy of the parish
  - including groups or individuals in the decision making process on policies which will have a direct impact on their ministry or role in the parish. e.g. involve schools, catechism teachers and parents in formation of parish guidelines regarding sacramental preparation of children.
3. **Empowerment** - people are empowered to minister when
  - their gifts and talents are recognized and called forth
  - they have adequate formation and training
  - there are clear expectations of them
  - they are given scope and authority to function effectively
  - they understand the task which has been entrusted to them and the terms of their mandate
  - they have a job description outlining the task, qualifications required, training provided, accountability and evaluation criteria

### **3. Executive**

In the Parish Pastoral Council by-laws, the executive members for the Council are identified with their respective terms of office, the manner in which they were selected for the position, and their responsibilities.

Some basic responsibilities include the following, to which the parish may add:

#### **Pastor**

- attends and presides at all meeting of the Parish Pastoral Council as a representative of the Archbishop of the Archeparchy of Winnipeg, but does not chair the meetings
- is an ex-officio a member of all parish organizations, groups and committees other than the UCYC, UCWLC, UCBC, and K of C, where he serves as spiritual advisor
- is a signing officer for the parish on legal and financial matters

#### **Chair**

- organizes and coordinates activities and procedures for the Council
- prepares the agenda for meetings in consultation with the Pastor
- chairs monthly and special meetings
- maintains regular contact with Pastor
- communicates with the pastoral team and committee chairs
- communicates with members between meetings
- ensures communication between the Council and the parishioners
- ensures that the Parish Profile is sent to the Archbishop's Office each year
- is the recommended person to be one of the Regional Pastoral Council representatives
- is a signing officer for the parish on legal and financial matters

#### **Vice-Chair**

- assumes duties in the Chair's absence
- serves as an aide to the Chair
- could, on behalf of the Council, be involved in the selection of committee chairpersons, assist in the formation of committees, serve as liaison with committee chairpersons on an individual basis or collectively, and act as advisor to each committee

#### **Secretary**

- records minutes of regular and special meetings
- maintains a roster of members and records of attendance
- provides for necessary physical arrangement of meetings
- handles all Council correspondence
- communicates with the Pastor and Chair

#### **Finance Committee Chairperson**

- chairs the Parish Pastoral Council finance committee
- communicates with the Pastor and Chair
- is a signing officer for the parish on legal and financial matters

#### 4. Committees

Committees are the major working mechanism of the Parish Pastoral Council. The committees' effectiveness depends on how the Council carries out its **primary responsibilities**.

These responsibilities are:

1. to implement the priorities and goals of the Parish.
2. to enable and facilitate all parishioners to use their gifts and talents in service of the mission of the Church.
3. to maintain communication with all Archeparchial agencies, commissions, committees etc. that pertain to their area of responsibility.

The parish is accountable to the Archbishop. The Parish Pastoral Councils and the Regional Pastoral Councils serve as connecting links between the Archeparchy and the parish, communicating and supporting the policies and programs of the Archeparchy to the people of God. **The mission statement and goals of a parish should reflect the mission statement and the goals of the Archeparchy of Winnipeg.**

#### Types of Committees

Committees are of **three basic types**:

**Standing** - a committee deemed essential to fulfilling the continuing mission of the parish and responsible for coordination of various subcommittees. The finance committee is mandatory according to canon and civil law and Archeparchial policy. A property management and maintenance committee is also mandatory in the Archeparchy of Winnipeg. Both committees are responsible to the Parish Pastoral Council.

**Subcommittees** - a group formed to provide or respond to a specific need or service. Liaison to Parish Pastoral Council is through the standing committee.

**Ad Hoc** - a committee formed temporarily by the Parish Pastoral Council to investigate and provide recommendations relating to a specific issue or task.

While in some parishes many of the responsibilities of the Parish Pastoral Council are carried out by the members of the Council itself, the following are examples of possible committees which may be of assistance to the parish. These are simply examples and need not all exist in every parish.

#### Standing Committees

- Liturgy
- Religious Education
- Social Justice
- Youth
- Ecumenical and Interfaith
- Vocations
- Family Life/Social

- Finance
- Property Management and Maintenance
- Personnel
- Nominating
- By-law Review

#### Sub-committees

- Evangelization
- Budget
- New Building
- Hospitality
- Pastoral Care
- Sacramental Preparation
- Refugee Sponsorship
- Leadership Team
- Bible Study
- Apostolic Life
- Sunday Coffee

#### Ad hoc Committees

- Fund Raising
- Iconography
- Christmas Hampers
- Youth Rally
- Christian Unity Week
- Parish Praznyk Dinners and Picnics

### **Committee Tasks**

Working under the guidance of the Parish Pastoral Council, committees are to:

- pray and reflect together
- implement the goals and objectives compatible with those of the parish, the Council, and the Archeparchy of Winnipeg
- report and make recommendations to the Council regularly and to the parish at its annual general meeting as needed
- submit its goals for the year together with a budget to the Council for approval
- conduct on-going evaluation of its plans and programs

### **Committee Membership**

In appointing committee members, the Parish Pastoral Council is to:

- select people with relevant experience, skills, knowledge and interest
- be mindful that the Pastor and parish staff often have overlapping responsibilities with the committee
- ensure that committees include a member of the Council as a liaison

## **Recruitment and Selection**

In recruiting committee members, the Parish Pastoral Council is to:

- make personal contact
- discern the individual's gifts and interest
- be specific about commitment of time and effort
- select those who are willing to work with others

## **Organization and Operation**

Each committee is to:

- select a chairperson (does not have to be a Parish Pastoral Council member) and secretary
- decide on how often the committee meets, where and for how long
- carry out the committee's mandate in light of parish goals and needs
- provide written reports to the Council

## **Types of Committees and their Responsibilities**

### **Executive Committee**

A committee comprised of the Pastor, Chair, Vice-Chair, Secretary, and Finance Committee Chairperson. The executive members have the responsibility of guiding, coordinating and evaluating the responsibilities of the Parish Pastoral Council.

### **Liturgy Committee**

This committee is responsible for liturgical matters such as greeters, ushers, altar servers, readers, cantors, choir and Eucharistic ministers. It is also responsible for the preparation and celebration of the Divine Liturgy and other liturgical services, as well as sacramental preparation and post-sacramental care, visiting the sick, the elderly and shut-ins, grief and bereavement. The committee consults with the Archeparchial Liturgical Commission.

### **Religious Education Committee**

This committee is responsible for evangelization, Bible study, catechesis for children, youth and adults, and sacramental preparation. The committee consults with the Archeparchial Religious Education Centre.

### **Social Justice Committee**

This committee is responsible for Social Justice concerns such as immigration and refugees, food bank, clothing depot, the unemployed, recycling, overseas missions, and Peace and Development. Action by this committee could involve the parish, school(s) and community and other social actions as identified by the Parish Pastoral Council or the committee. The committee consults with the relevant Archeparchial Commissions.

### **Youth Committee**

This committee is responsible for promoting "youth friendly" faith communities by promoting positive adolescent development, and growth in discipleship and Catholic identity. The Committee will seek to draw young people to responsible participation in the life, mission and work of the parish and community. The committee consults with the Archeparchial Youth Commission.

### **Seniors Committee**

This committee serves the spiritual and social needs of seniors. At the same time, it recognizes the gifts and wisdom of the elders of the community, and engages this valued experience in the overall parish pastoral plan.

### **Ecumenical and Interfaith Committee**

This committee is responsible for promoting unity amongst Christians and a better understanding of other world religions through prayer, education, dialogue, action and fellowship. Activities might include participating in local events planned for Prayer for Christian Unity Week. The committee consults the Archeparchial Ecumenical and Interfaith Relations Commission.

### **Vocations Committee**

The members are responsible for coordinating the search for those in the parish whom God is calling to serve as sister, brother, deacon or priest. In collaboration with the Pastor and with the Archeparchial Vocations Director, they organize the prayer for vocations and develop initiatives to help parishioners respond to a call to the priesthood, diaconate, and religious life.

### **Family Life/Social Committee**

This committee is responsible for parish family recreational and social concerns and often works together with organizations in the parish, for example, the UCYC, UCWLC, UCBC and K of C. Actions by this committee could include activities such as minor fund raising, pot luck suppers, dances, parish picnic, coffee after Divine Liturgy, a trip to the Passion Play and home visits. The committee consults with the relevant Archeparchial Commissions.

### **Finance Committee**

A committee established under canon and civil law. Members are selected for their financial expertise. This committee develops budgets and strategies for the fiscal implementation of the parish goals and priorities.

### **Property Management and Maintenance Committee**

As a committee mandated by the Archeparchy, this committee ensures that there are regular inspections and maintenance and repair of church property. Any potential problems are identified and corrective action is planned. The committee manages rental and leases of parish property, and acts in an advisory capacity regarding the purchase and sale of property. The parish office has a copy of a maintenance checklist provided in the Archeparchial Handbook.

### **Personnel Committee**

This committee is involved in the selection of parish employees, for reviewing their work on a regular basis, being attentive to grievances, and ensuring that civil law and church teachings regarding employment standards are adhered to.

### **Nominating Committee**

This committee has the responsibility, together with the Pastor, of presenting a slate of candidates for positions on the Parish Pastoral Council at the parish annual general meeting. In



proposing candidates, the committee should consider those individuals who understand the role of the Council and the talents which they bring to this ministry.

**By-law Committee**

This committee reviews the parish by-laws on a regular basis and brings to the attention of the Parish Pastoral Council any necessary amendments.

**Chapters/Councils of National/International Organizations**

Organizations in the parish like UCYC, UCWLC, UCBC and K of C are self-governing and self-sustaining. Where they are located, they serve the parish to fulfill the parish's mission, to provide supportive programs and to assist it financially.

## **Parish Finance Committee in particular**

The *Code of Canons of the Eastern Churches* mandates a parish finance committee in each parish (canon 295), which has as its primary function to help the pastor in the administration of the goods of the parish.

The parish finance committee is governed by canon law, Archeparchial statutes and guidelines, and civil law.

The pastor represents the parish in all its juridic affairs, both church and civil (canon 290, §1).

### **1. Nature of the Parish Finance Committee**

**Consultative** – This committee is a consultative body of people who are skilled in financial administration. While the committee need not administer directly the day to day finances of the parish, it assists the Pastor who represents the parish in its financial and church affairs.

**Advisory** – While the committee is advisory in nature, its input must not be ignored nor should it be isolated from the Parish Pastoral Council, pastoral ministers or parish personnel. It is to work in collaboration with the Council in planning and administering the financial aspects of parish life.

**Administrative and Planning** – The committee's role is financial and administrative planning and related consultation. The role of the committee is distinct and separate from that of the Parish Pastoral Council, whose role is one of spiritual development, communication, goal-setting and planning.

**Collaborate Liaison** – A collaborative liaison between the Parish Pastoral Council and parish finance committee must be developed, for example, where the chairperson and one other member of the Parish Finance Committee are members of the Parish Pastoral Council.

### **2. Membership**

The Parish Finance Committee **should consist of:**

- The Pastor
- 2-5 parishioners with financial background, who are not parish staff or immediate relatives of parish staff

Parish staff may report to the parish finance committee on occasion, but should not be committee members as conflict of interest may arise.

The members of the committee are to be **elected** at a general parish meeting and/or are to be **appointed** by the Pastor, keeping in mind the need for financial and administrative experience.

The committee members are to **serve for 1-5 years** as determined by the needs and resources of the parish. A process of rotation, replacement, re-appointments, and re-election is to be determined by the parish.

The committee members are bound to fulfill their duties in the name of the Church and in accord with the norm of law. Since such duties are to be carried out in the Church's name, they can be considered to be a form of apostolate. As an apostolate, those who share in these duties share by virtue of their baptism in the Church's royal mission, the mission of serving.

The members should have an attitude that may differ from that of persons entrusted with the administration of secular temporal goods. Their purpose is not primarily to make a profit but is to

provide resources for the pursuit of the Church's proper ends, such as the ordering of divine worship, providing decent support for the clergy and pastoral workers, and performing apostolic and charitable works, especially toward the needy. Thus the temptation to evaluate a situation simply by looking at a balance sheet is to be avoided.

At all times, the members are to carry out their responsibilities with an attitude of stewardship, maintaining the Church's trustworthiness and credibility.

### 3. Responsibilities

#### • Custody of Assets

- a) **Administer parish property** in accordance with the Archeparchial policy and directives as outlined in the Archeparchial Handbook.
- b) **Prepare a** detailed inventory of the parish's goods and update annually
- c) Ensure that **parish property are properly maintained** and that **appropriate insurance coverage** is arranged through the Archeparchial Insurance Program
- d) **Assist the Committee responsible for the monitoring of necessary maintenance** of parish buildings and other properties, with special effort in the area of preventative maintenance by providing the financial impact of schedules and timelines.

#### • Financial Planning

- a) **Prepare an annual budget** for both operating and capital expenditures of the parish for presentation to the Parish Pastoral Council based upon:
  - Goals and objectives of the parish as determined by the Pastor and the Parish Pastoral Council
  - Input from committees of the Parish Pastoral Council
  - Financial patterns of the parish from previous years
  - Financial estimates for the future needs of the parish
- b) **Examine operating costs** of the parish to ensure that financial resources and goals are compatible
- c) **Submit proposals** to the Pastor and Parish Pastoral Council based upon:
  - A study of parish revenue
  - Recommendations for maintaining or increasing revenue through fundraising to meet parish objectives and priorities

#### • Financial Management

- a) **Determine whether the Parish is complying with the intentions of donors who have made donations for specific purposes and communicate the results to the Pastor, Parish Pastoral Council and the Parish as a whole.**
- b) **Collect revenues**
- c) **Repay debts, both capital and interest**
- d) **Invest funds securely in accordance with Archeparchial guidelines**
- e) **Keep financial records in order**

- f) **Keep financial documents secure**
- g) **Publish reports on the financial position of the parish:**
  - At least yearly
  - Share monthly or quarterly and annual financial statements with the Pastor and Parish Pastoral Council
  - Present to the parish an audited annual account of the parish financial situation
- h) **Review expenditures with the Pastor/pastor that exceed amounts as outlined in the Archeparchial Handbook and make appropriate recommendations.**
- i) **Request permission from Archbishop for all expenditures over \$15,000**
- j) **Provide advice on all other acts of extraordinary financial administration**
- k) **Complete and submit all forms and requests for information in compliance with Government requirements and Archeparchy requests.**

- **Parish Administration**

- a) **Observe church and civil law in all matters paying particular attention to matters relating to the hiring of personnel (and payment of salaries) as well as observing the Church's social teaching.**
- b) **Secure the Archbishop's permission before initiating or contesting law suits in secular courts**
- c) **Observe testamentary (last wills) clauses** when goods are left to the parish

#### **4. General Norms**

The Parish Finance Committee:

- **Is to develop budgets and strategies for the fiscal implementation of the goals and priorities**, but does not set parish goals.
- **Is subject to Archeparchial policies and directives** which are issued by the Archeparchial Finance Council.
- **Requires the permission of the Archbishop** in acts of extraordinary administration.

## 5. Meetings

Meetings are necessary and may be conducted in a variety of styles. These include:

- formal
- informal
- scheduled
- called in response to an immediate need

All who attend meetings invest personal time, effort and talent. It is important therefore, to use every opportunity to inform, influence and inspire those in attendance.

Some basic suggestions for meetings:

- **Meet according to pre-set schedules and times**

Meeting dates should be set several months in advance.

- **Plan meetings in a cooperative manner**

Cooperatively planned meetings provide for shared responsibility, include agenda items of general interest, and create a collective ownership in achieving group results

- **Parish Pastoral Council meetings should include time for prayer**

Maintaining a prayerful climate at the opening and the close, with periodic reflection throughout the meeting encourages members to renew, sustain, and increase an ongoing awareness of the faith and mission that brings them together as a Parish Pastoral Council.

- **Prepare an agenda**

A carefully planned agenda, including prayer, allows everyone to examine all aspects of a meeting and prepare for each item. Agendas should be kept brief to avoid long meetings.

- **Help participants prepare for the meeting**

Copies of the agenda, previous meeting minutes or summaries, materials to be discussed, background information, data analysis, and committee reports should be made available prior to the meeting.

- **Start and end meetings on time and agree to procedures in advance of the meeting.**

The group should agree on working norms, processes and procedures prior to regular meetings or series of related meetings.

- **Keep presentation/committee reports brief**

Advise those reporting to briefly present the issue, note the need for action and then respond to questions. A brief written report will assist in this process.

- **Keep the last part of the agenda open**

An open time near the end of the planned agenda allows for "other" emerging interests and for individual concerns from Parish Pastoral Council members.

- **Allow for participants to fully understand each issue addressed**

Once members hear the issue, lead them toward closure using all the available resources. Monitor the quantity and the quality of input. Satisfaction flows naturally from accomplishment.

- **Keep focused**

The chairperson has the responsibility of keeping to the agenda items.

- **Provide an appropriate working environment**

Provide a comfortable meeting area - check meeting room for ventilation, temperature and lighting. Ensure that all members can hear what is being said.

- **Invite active participation from each one present**

An indication of interest in the business of a meeting is discussion that includes everyone. Be sensitive to members who indicate a desire to become involved and actively invite feedback.

- **Avoid ambiguities**

Frequently restate an issue being discussed. Seek and provide interpretation and clarification of all positions and invite feedback.

- **Be clear**

Clarity assists listeners in understanding the message and reduces the need for clarification, revision and repetition.

- **Keep clear concise records of meetings**

A record includes details about what actions and motions were taken, by whom, when, and the relevant circumstances. A copy of the minutes should be given to each Council member and should be kept on file for viewing by interested parishioners.

- **Periodically review meeting practices and procedures**

Eliminate those practices and procedures that no longer serve a meaningful purpose.

- **Periodically evaluate meetings**

Informal evaluation of meetings by participants helps identify and sharpen elements that improve the quality of meetings.

- **Annual Committee Reports**

At year end each committee should submit a one-page report. The report should summarize the activities of the year and provide direction for the upcoming year. These reports could form an Annual Report to the Parish.

## **Types of Meetings**

Each Parish Pastoral Council should plan the types of meetings best suited to its purpose. Some suggestions are:

- **Annual Goal-Setting and Community-Building Sessions**

These sessions usually take a minimum of one full day each year. Many Councils plan a whole weekend to complete both these sessions.

- **Regular Meetings**

Regular meetings are usually scheduled monthly for a two-three hour period. Councils should include a spiritual dimension along with the regular business of the meeting. Community-building events such as liturgies, mini-retreats, potluck suppers, and barbeques are important to Parish Pastoral Council development.

- **Regular Committee Meetings**

Regular committee meetings are essential to the effectiveness of the Council and the parish. Committees need adequate time to thoroughly study their respective areas of responsibility and then make recommendations to Parish Pastoral Council based on their study. Committees should meet once a month or as needed.

- **Annual Meeting of the Parish Community**

In addition to regular written reports to the parish community the Parish Pastoral Council is to schedule a general meeting of the parish community. At this meeting: a report of the Council's activities is given, including that of its various committees; the annual financial statements and budget are presented for approval; and elections are held for any positions whose term has expired. The Council then elicits from the parish community recommendations for goals, objectives and activities for the upcoming year.

## **Meeting Agenda**

A thoughtfully prepared agenda is essential. As a general rule a copy of the agenda should be in the hands of all Council members well in advance of the meeting to allow for thought and reflection on the matters to be discussed.

The following is a suggested agenda format. The format should reflect the particular need of the style and kind of meeting to be held.

### **Style**

- formal
- informal
- scheduled
- called in response to an immediate need

**Kind**

- Annual Goal-Setting and Community-Building Session
- Regular Business Meetings
- Regular Committee Meetings
- Annual Meeting of the Parish Community

**Agenda**

1. Opening Prayer
2. Approval of Agenda
3. Approval of Minutes
4. Correspondence
5. Business arising from Minutes
6. On-going Business
7. New Business
8. Committee or ministry reports
9. Pastor's report
10. Education/Study time
11. Closing Prayer

**Annual General Meeting of the Parish**

The Annual General Meeting of the parish should be held within two months after the end of the parish fiscal year, which allows time for:

- The Parish Pastoral Council to review the parish goals, objectives and activities for the past year and to prepare recommendations for the coming year.
- The parish committees and parish organizations to prepare written annual reports.
- The parish finance committee to prepare financial statements for the past fiscal year and to prepare a budget for the next fiscal year.
- The parish audit committee to audit the financial records of the parish for the past fiscal year.
- A nominating committee to prepare a slate of officers for election.
- The parish support staff to prepare and photocopy all reports and documents for distribution.

At least two weeks written notification, published consecutively in the parish bulletin, of the date, time and place of the Annual General Meeting must be given to the faithful of the parish.

The agenda for the Annual General Meetings should include:

1. Opening prayer
2. Selection of chairperson and secretary
3. Minutes of the last Annual General Meeting
4. Old business
5. Pastor's opening remarks
6. Parish Pastoral Council Chair's report



7. Reports from Parish Pastoral Council committees and parish organizations
8. Finance Committee report
9. Auditor's report
10. Budget
11. Nominating Committee report
12. Elections
13. New business
14. Pastor's closing remarks
15. Closing prayer
16. Adjournment

## **Decision Making**

The Parish Pastoral Council may employ a variety of decision making procedures including deferring a decision to the Pastor via a recommendation.

Decisions have **two major aspects**:

- quality - the best way to accomplish the purpose
- acceptance - the degree to which members are committed to implementation

The best decision may or may not be the one which is most acceptable. Decisions can be made in several ways, most being effective within the proper context. The following are some different kinds of decisions and the advantages and disadvantages of each kind.

### **1. Executive Decision**

An individual (e.g. Pastor) or a body (e.g. executive committee) has the responsibility to make the final decision. Consultation with other individuals and/or groups may be employed to varying degrees.

Advantages:

- useful for simple, routine decisions
- good when time is short or when group is unwilling or unable to make the decision, for example, lack skills
- used by Executive during the summer when Council quorum difficult to have

Disadvantages:

- a single person is not a good resource for every decision
- group interaction is lost
- no commitment to implementation by group members
- possible resentment or disagreement

### **2. Majority Vote**

Parish Pastoral Council may vote on an issue accepting the decision of either a simple majority (over 50%) or a 2/3 majority.

Advantages:

- closes discussion on issue
- useful when total commitment to the implementation is not necessary

Disadvantages:

- may leave an alienated minority
- full commitment to implement is absent
- some group resources lost

### **3. Minority Decision**

A minority decides for all. In contrast to executive decisions, this type of decision is often viewed negatively, and is considered “railroading.” People who should have been included in the process have either been bypassed or not given sufficient time and information to be involved in the decision.

Advantages:

- useful when only few have any relevant resources
- helpful when group wants to delegate responsibility to a committee

Disadvantages:

- does not use resources of whole group
- general commitment to implement decision may be missing

### **4. Parish Consultation**

For decisions which will affect the whole parish (e.g. Divine Liturgy time changes). The Parish Pastoral Council may choose to survey the parish at large, or allow each parishioner to vote. The Council should make it clear regarding what is being asked of the parishioners. For example, do you want their opinion on the matter or do you want them to make a decision for action. All parishioners should be given sufficient opportunity to review the issue and to prepare to vote.

Advantages:

- closes discussion on issue
- useful when total commitment to the implementation is not necessary

Disadvantages:

- may leave an alienated minority
- full commitment to implement is absent
- some group resources lost

### **5. Consensus Decision Making**

Parish Pastoral Council should not search for consensus unless:

- a matter is relevant to the whole community
- requires broad support for a decision to be successful
- is general enough so that non-specialists can competently judge it

Advantages:

- produces creative, high quality decisions more than compromise
- all members committed to implement the decision
- uses resources of all members
- useful for goal setting and problem solving

Disadvantages:

- takes lots of time and energy
- requires a high level of member skill
- time constraints must be minimal

“In coming to consensus, individuals do not agree for the sake of agreeing, for such commitment would be short lived. They agree because they truly see something of value in another's position or at least in part of another's view.” (Kiting, Charles, *Leadership Book*, revised, New York, NY, Paulist Press. 1982, pg. 68

“Group consensus means that every participant can buy into (live with) the decision; it does not mean that everyone believes the solution is the best, but that everyone is satisfied.” (Doily, Michael and Straus, David, *How to Make Meetings Work*, Jove Publications. 1986, p. 244)

Consensus decision making is best used in goal setting and problem solving situations where multiple factors come into play and several solutions or options are possible. For example, in a goal setting situation prioritizing a list of needs or formulating a series of objectives provides the opportunity for consensus decision making. People are encouraged to voice concerns, point out objections and shortcomings with the result being a clearer statement.

Consensus decision making can be a long process depending on the issue. One of the greatest obstacles to consensus and a source of frustration is attempting to reach a decision prematurely. Either not enough information is available to make a decision or not enough options have been generated.

Consensus decision making is not the same as compromise.

“Compromise implies that you are giving up something you believe is important.” *How to Make Meetings Work*, p. 245.

Consensus focuses on the process of decision making rather than the final results. It looks for solutions that will incorporate the important values held and will overcome any serious reservations.

**6. Expert Decision Making** - e.g. roof of church is faulty and needs repair.

Advantages:

- useful when expertise of one person is superior to all others in group

- used when group action in the implementation of decision is slight
- Disadvantages:
- difficult to decide who is expert
  - group interactions lost
  - if result not perfect “blaming” may occur

### **Problem Solving Decision Making Model**

- 1. Identify problem** and state it clearly - e.g. - Approximately 25% of our congregation arrives late or leaves early for Sunday Divine Liturgy.
- 2. Gather Information** - Consider all choices, causes and solutions. When did this start? What have other churches experienced?
- 3. Evaluate choices**, causes and solutions - List all the factors that affect the issue. List as many solutions and alternatives as possible in order to find a solution that will be acceptable to all. Evaluate in light of advantages and disadvantages, practicality, church norms, present policy, cost etc.
- 4. Silent Prayer** - Take a few minutes to listen for the guidance of the Holy Spirit.
- 5. Make a decision**, choose one solution - Using the consensus process, choose one solution and make a decision.
- 6. Accept responsibility** for decision and plan for implementation - It should be clear what action will be taken, who will take the action and by what date, and how a report or evaluation will be presented.
- 7. Evaluate decision** - Evaluate the decision and the effectiveness of the plan of action. Often the evaluation will indicate further issues to be dealt with by means of the same process. Evaluation can occur at a later specified date. e.g. after 6 months, after 1 year etc.

### **Problem Solving in Decision Making**

Problem solving, like goal setting, should follow a process in order to be effective. Consider the process as follows:

1. Identify problem. State it clearly.
2. Gather information. Consider all choices, causes and solutions.
3. Evaluate choices, causes and solutions.
4. Silent prayer. Listen to the Holy Spirit’s Guidance.
5. Make a decision. Chose one solution.
6. Accept responsibility for decision and plan for implementation.
7. Evaluate the decision. Modify if necessary.

## Conflict Management

“I appeal to you brothers and sisters, by the name of our Lord Jesus Christ, that all of you be in agreement and that there be no divisions among you, but that you be united in the same mind and the same purpose.” (1 Corinthians 1:10)

Conflict management is a particular problem solving method that focuses on the internal dynamics within the group. Conflict can be reconciled by using the same decision making process described on the previous page. Conflict will not be reconciled unless all parties concerned are willing to listen to each other and work toward a common resolution. A sufficient amount of time must be given to allow all sides to state the problem as clearly and accurately as possible. After listening to the statements made, it may be helpful to have those holding opposing views restate the perception held by the other side. In this way each side better understands and appreciates the other.

### Some Helpful Suggestions in Managing Conflict

Remember that:

1. Making the clear and conscious choice to do something implies risk.
  2. It might be uncomfortable or unfamiliar.
  3. Waiting until there is no tension will never resolve the conflict.
  4. Change comes in the midst of discomfort and growth occurs in pain.
  5. Very few situations will be worse with a sincere effort to listen to each point of view and feelings expressed without attacking the other person.
- Make the choice to talk rather than remain silent. You are making the decision to deal with the issue.
  - Think before speaking - Practice what is to be said prior to the encounter.
  - Keep to the point - Be brief, avoid rambling and repeating.
  - Be specific - Articulate any offensive behaviour without being judgmental, argumentative or directive.
  - Speak slowly - Make a conscious attempt to slow down as talking fast adds tension.
  - Speak in a low tone - Anxiety can cause the throat muscles to tighten making the voice pitch higher and offensive.
  - Breathe slowly - Controlled breathing allows you to control your voice and body.
  - Look at the person and establish eye contact.
  - Give the other person a chance to talk. Listen without interrupting.
  - Admit when you feel defensive - e.g. “I feel defensive when you tell me you don't understand.”
  - Talk about your feelings and perceptions of the situation. - Do not accuse, attack or judge.
  - Avoid giving advice about what the other person should do.
  - Stop if confrontation gets out of hand. Postpone the talk. Ask to set another date to resume the discussion.
  - Enter into a joint discussion regarding future action if appropriate. e.g. “Where are we

going to go from here?”

- When an argument between two members begins to dominate, a third calls for silent prayer to seek direction. A fourth member can break the silence by giving voice to the inspiration that answers the prayer.

Thank the person for listening and for expressing his or her views.

## **6. Relationships**

Parishes are part of the universal and local church and relate to various national and regional church organizations such as the Canadian Conference of Catholic Bishops (CCCCB), Archeparchial Commissions, Archeparchial Pastoral Council (APC), Archeparchial Finance Council (AFC), Deaneries, Regional Pastoral Councils (RPC), etc.

The Parish Pastoral Council's understanding and support of the relationship of the parish church to the Archeparchy of Winnipeg is vitally important as the parish is accountable to the Archbishop. The Parish Pastoral Council is the link between the Archeparchy and the parish in communicating, supporting and implementing the ministries, programs and policies of the Archeparchy. The mission statement and goals of a parish should reflect those of the Archeparchy. Parishes make a vital contribution to the life and mission of the people of God in the Archeparchy of Winnipeg.

### **Parish Pastoral Council's Relationship with the Archeparchy**

The members of the Parish Pastoral Council are representatives of the faith community, their parish. As such, they represent parishioners in formulating policy concerning the pastoral ministry of the parish and the Archeparchy. This relationship is a unique process whereby elected and appointed leadership and representatives reach consensus through prayerful discernment, discussion, respect and trust.

### **Archeparchial Pastoral Council (APC)**

The Archeparchial Pastoral Council (APC) was formed to provide an opportunity for the faithful to have a direct consultative role in the pastoral mission of the Archeparchy of Winnipeg, to provide support for the Council and to facilitate communication among parishes and all the ministries offered by the Archeparchy.

- Role
  - to support the development of a pastoral vision for the Archeparchy of Winnipeg
  - to articulate emerging issues in terms of service to the whole Church
  - to study pastoral matters concerning the Archeparchy and to propose practical solutions concerning them.
- Membership – at least fifteen members of the Christian faithful appointed by the Archbishop, with the laity comprising at least one-half of the Council
- Ex-officio members - Archbishop, Auxiliary Bishop, Chancellor
- Term – three-year term, once renewable
- Officers – Archbishop, Chairperson, Vice-chairperson, Secretary
- Meetings – Bi-monthly

### **Deaneries**

The general purpose of the Deanery (Protopresbyterate) is to provide an organizational structure whereby the priests of a given area meet to discuss issues unique to them as priests. At present, the Archeparchy of Winnipeg has three deaneries: Winnipeg, Inter-Lake and Dauphin.

### **Regional Pastoral Council (RPC)**

Whereas the deanery often times includes a large number of parishes and covers vast geographical territories, it is desirable that Regional Pastoral Councils be established in a given deanery.

- Role
  - to provide a forum for dialogue on parish, regional, deanery or Archeparchial issues in light of the mission of the Church and the Archeparchy of Winnipeg
  - to assist Pastors and parishes with pastoral concerns and particular needs common to a grouping of parishes served by one or more priests, for example, scheduling of liturgical services, youth programs, catechesis for children and adults, Bible study, etc.
  - to ensure communication and collaboration between the Parish Pastoral Council and the Archeparchial Pastoral Council.
- Membership – 2 representative from each parish
- Ex-officio members – all priests, deacons and religious assigned to pastoral ministry in the parish
- Term – 2 year term, renewable
- Meetings - at least four per year

“Leaders are stewards of God’s purposes and resources in human lives and history. Too easily we act as if we were the owners. Too easily we try to play God. We do not work miracles for God. He does them for us.” (Richard Kriegbaum)



### **III. RESOURCES**

#### **1. Training and Formation**

Parish Pastoral Council members have an obligation to acquire the background and skills necessary for their task. Orientation and Training is essential for all incoming Council members. Every member needs to know what is involved in the Council membership so that their contribution to the Council makes use of all their gifts and talents.

Parish Pastoral Committees should be trained by the Parish Pastoral Council as to their mandate, roles and responsibilities thus empowering the committee.

The Archeparchy of Winnipeg is prepared to assist in the formation and support for all Parish Pastoral Council members. The following two workshops, offered by trained volunteer facilitators, are available on request:

#### **Parish Pastoral Council Workshops**

##### **Parish Pastoral Council Workshop (full day)**

A fundamental resource for Parish Pastoral Councils, this workshop has as its theme “Parish Pastoral Council as Ministry,” with a focus on prayer and the role and responsibilities of Council members as leaders in the parish. All Council members should attend the workshop, especially new members.

##### **Enriching Our Parish Pastoral Council Ministry Workshop (full day)**

An enrichment workshop based on the theme of “Baptism,” focuses on the growth of the Parish Pastoral Council members in response to the baptism call. The workshop includes a process to deal with practical issues specific to the individual parish requesting the workshop. Facilitators will attend a Council meeting or Executive meeting prior to the workshop or receive copies of the meeting agenda and the minutes.

## 2. Commissioning and Prayers

The parish consists of a community of people who believe in Jesus Christ as Lord, live the Good News, celebrate and pray together. Parish leadership relies on prayer. Thus, members of the Parish Pastoral Council must have a deep concern for the spiritual renewal of the parish community. This involves developing a personal prayer life as well as community prayer.

The following are a few suggestions for liturgical celebrations and prayers which can be used by the Parish Pastoral Council.

### RITE OF COMMISSIONING OF THE NEW PARISH PASTORAL COUNCIL

#### GENERAL INTERCESSIONS

*During the Divine Liturgy, the following petitions may be added:*

**Pastor:** For the members of the Parish Pastoral Council  
who will be commissioned this day,  
let us pray to the Lord.

**Choir:** Lord, have mercy (*after each petition*).

That the members of our Parish Pastoral Council  
may give witness to the presence of Christ  
by lives manifesting faith, hope and love,  
let us pray to the Lord.

That the Church, the People of God,  
may grow in Christ and in the bond of common fellowship,  
let us pray to the Lord.

That all who are concerned with the welfare of our parish,  
may be open to the movement of the Holy Spirit  
and strive to carry out God's will,  
let us pray to the Lord.

#### PRESENTATION OF THE CANDIDATES

*After the Ambon Prayer, that is, after "Blessed be the name of the Lord," the Pastor invites the members of the Parish Pastoral Council to come forward and to stand facing the parishioners. The Pastor then reads the names of the Council members and their positions (chair, vice-chair, secretary, etc.). The Pastor then addresses the entire parish:*

**Pastor:** Dear friends, these members of our parish have been selected to act as a consultative body to the Pastor of this parish community. In sharing their gifts and wisdom, they have the pastoral needs of this entire faith community at heart. Let us pray for their perseverance in this important service.

*The Pastor addresses and questions the Parish Pastoral Council.*

My brothers and sisters,  
you are called to a most important work in our community.

Your duty is to foster the pastoral activity of this parish, to help all of us grow in faithfulness to the Gospel, to be the disciples of Christ that we are called to be.

Because of your knowledge and competence you have been chosen to share your insights with one another, with me your Pastor and the whole pastoral team, for the well-being of the entire parish and the building up of the kingdom of God.

Therefore, I ask you,  
are you willing to share your insights honestly, with courage and with mutual respect?

*Each member of the Parish Pastoral Council responds:*

**Candidates:** I am.

**Pastor:** Are you committed to work together with openness to the needs of every member of this parish community?

**Candidates:** I am.

**Pastor:** Will you strive to make prayer a part of your daily life, ensuring that in all deliberations we are open to the grace of the Holy Spirit?

**Candidates:** I am.

*The Pastor addresses the entire parish:*

**Pastor:** Will you, our parishioners, support these members

of the Parish Pastoral Council in their ministry among you?

**All:** We will.

**PRAYER OF BLESSING**

**Pastor:** Let us pray to the Lord.

**All:** Lord, have mercy.

**Pastor:** Ever-living God,  
you have chosen us to be your beloved people,  
and have gathered us to live in this parish  
to proclaim the Gospel of Christ to all people  
and to love and to serve you in word, worship, and work.

Bestow your (†) blessings upon these members  
of our Parish Pastoral Council  
and let their deliberations be pleasing to you.

May your Spirit enlighten their minds  
and guide their actions  
that they may be renewed in faith, united in love,  
and bring to fulfillment the work of your Church  
for your honour and glory  
and for the benefit of all your people.

For you are our God, and we are your people  
and we glorify your name,  
Father, Son, and Holy Spirit,  
now, and for ever and ever.

**All:** Amen.

*The Pastor may present the members of the Parish Pastoral Council a copy of the Bible,  
the Parish Pastoral Council Guidelines, or some other symbol of their work.*

**Pastor:** Take to heart your responsibility for this parish community  
and strive to grow in faithfulness to the Gospel.

**All (sing):** Mnohiji lita (Many Years)!

*The Pastor concludes the Divine Liturgy.*

## **Scripture Readings**

### **Old Testament**

Numbers 11: 25-29

Are you jealous for my sake? Would that all the Lord's people were prophets!

Wisdom 6: 12-16

Wisdom is found by those who seek her.

Isaiah 61: 1-3a, 6a, 8b-9

The spirit of the Lord is upon me.

### **New Testament**

Acts 2: 42-47

All who believed were together and had all things in common.

Romans 12: 4-8

In one body we have many members, and not all have the same function.

1 Corinthians 12: 4-11

There are varieties of gifts but the same Spirit.

Ephesians 4: 1-6

There is one body and one Spirit, one Lord, one faith, one baptism.

Philippians 2: 1-11

Let the same mind be in you that was in Christ Jesus.

### **Gospel**

Matthew 5: 1-12

Blessed are they who are poor in spirit.

Luke 10: 1-12, 17-20

Your peace will find a home with those who are at peace.

John 14: 23-29

The Holy Spirit will teach you everything,  
And remind you of all that I have said to you.

John 15: 1-8

Those who abide in me, and I in them, bear much fruit.

The following prayers for the Parish Pastoral Council and parish community are taken from: *A Book of Blessings* by the Canadian Conference of Catholic Bishops (Concacan, Ottawa, 1981).

### **Prayer for our Parish Community**

All praise and glory are yours, loving Father,  
maker and ruler of the universe:  
we praise you for calling us to be your people,  
your beloved sons and daughters.

Guide our parish community as we try to follow Jesus.  
Fill us with love for those in need of our help,  
and open our hearts to all.  
Let your Spirit teach us to serve in love  
and to praise you by our work and worship.

Father of all,  
we praise you through Jesus Christ, our brother,  
in the name of your Holy Spirit,  
now and forever. Amen.

### **Prayer for our Parish Community**

Blessed are you, Lord our God,  
king of all ages:  
from eternity you have called us to be your people,  
to sing your praises at all times.

Bless us in our work and our prayer,  
and grant that our lives may give you glory  
through our words, our witness, and our worship.

We give you praise, Father,  
through Jesus Christ, our brother and our Lord,  
in the communion of your Holy Spirit,  
one God for ever and ever. Amen.

The following prayers are taken from: *Prayers for the Servants of God* by Edward Hays (Forest of Peace Books, Easton, KS, 1980).

### **Prayer before a Parish Pastoral Council Meeting**

God of Abraham, Isaac and Jacob,  
You have called us  
to be the servants of Your servants –  
our brothers and sisters in the parish.

We meet here as their representatives,  
and so we ask for the grace of your guidance.  
Help us to truly represent them  
and not simply ourselves.  
May the true needs of our parish  
and the common good of all be our concern.  
And above all, may your will in these matters  
become our will.

Help us who serve in these positions  
to remember that all of our concerns are aimed at  
the spiritual transformation of our parish-community.  
May the matters we shall discuss  
not blind us to the primary work of our parish:  
the holiness of all its members.

May the Holy Spirit,  
who inspired the Pentecost meeting of the apostles,  
visit us and grant us the light of Divine Wisdom.  
We ask this through our Lord, Jesus Christ,  
who lives with You and the Holy Spirit,  
forever and ever. Amen.

### **Prayer before a Parish Pastoral Council Meeting**

Holy Jesus, our Friend and Stronghold,  
You who visited the apostles  
as they labored with their fishing  
and granted them success,  
come and visit us in this meeting  
so that the work of this session  
may also be fruitful.

Untangle all the knots,  
and smooth out the rough ways,  
as we, with confidence,  
begin this spiritual work of service  
in the sign of your cross:

In the name of the Father,  
And of the Son, and of the Holy Spirit. Amen.

## **Prayer before a Parish Pastoral Council Meeting**

Lord, our God,  
we ask Your Divine Assistance in the task  
of representing the wishes of others.

Because we serve You  
in this service to the members of our parish,  
may this meeting serve to be  
a prayerful and worshipful gathering.

May our vision as leaders of our parish  
extend beyond material things  
and encompass the ideas of the gospel  
and of Your Son, Jesus Christ.

Help us to think beyond the boundaries of our parish  
and to be truly catholic – universal  
in our service to the local and the global Church.

May we, by this meeting,  
hasten the coming of the Kingdom.

We begin in the name of the Father,  
and of the Son, and of the Holy Spirit. Amen.

## **Prayer before a Parish Pastoral Council Meeting**

Lord, God of Unity and Strength,  
we approach this meeting as a time of communion  
with You and with each other.

May the spirit of prayer not only begin our work  
but sustain it and conclude it as well.

The problems we must discuss are many  
and the solutions will not be easy,  
but may the final minutes of this meeting reveal that at all times  
we were reverent toward one another,  
and respectful of each other's ideas and positions.

May we, Lord, in this meeting,  
seek not merely that we think alike  
but that we be united in heart and in purpose.

Although ideas and visions may divide,  
may our love for You and for each other unite us.

We pause now, in silence,  
so that each of us may invite You



to be Companion and Consultor  
at this Parish Pastoral Council meeting.

*(Silent prayer)*

May we begin in Your Holy Name:  
Father, Son and Holy Spirit. Amen.

### **Prayer before a Parish Pastoral Council Meeting**

Let us pause in silence  
to be mindful of the presence of our Lord and God  
as we gather for this Parish Pastoral Council meeting.

*(Silent prayer)*

Let us be mindful of the Divine Presence,  
alive within each of us who is present.  
Let us be aware of the Presence of the Divine Mystery  
in the issues that we shall discuss,  
in the concerns that are the work of our Council.

*(Silent prayer)*

Lord, with such mindfulness,  
we now begin this Parish Pastoral Council meeting.  
Help us to sustain that consciousness throughout.  
May we be respectful of the opinions of all:  
reverential to the ideas of others  
and to the manner in which they are presented.  
As we represent the members of our parish-community,  
may we also, at this meeting,  
represent the love and understanding of our Lord  
to each other.

May the Kingdom arrive sooner  
because of the prayerfulness  
of this Parish Pastoral Council meeting. Amen.

### 3. Parish Mission Statements

#### General

Canon law defines a **parish** as “a definite community of the Christian faithful established on a stable basis in the eparchy, whose pastoral care is committed to a pastor” (canon 279), where a **pastor** is defined as “a presbyter to whom the care of souls in a given parish is committed as to its own shepherd; he is the foremost collaborator of the eparchial bishop in the parish under the authority of the same eparchial bishop” (canon 281, §1).

A parish is a community called together by God which chooses to be together because of the **common universal mission of the Church** to:

- proclaim the Good News
- build up a community of love
- serve others in the name of Jesus
- celebrate liturgies of thanksgiving and praise
- enable membership to grow

Keeping in mind the universal mission of the Church, the mission statement of the Archeparchy of Winnipeg, and an understanding of what a parish is, each parish is called upon to develop its own unique mission statement. The **Mission Statement** of a parish calls the members of the Parish Pastoral Council to reflect on the spiritual union of Christ and his people, the parish, before tackling earthly concerns.

The Mission Statement:

- **gives direction** for all short and long range planning
- is a **tool for evaluating** what happens in and through the faith community
- enables the parish to hold a **non-secular vision** because it challenges each member to live life in Jesus
- attempts to **unite the faith community with Jesus Christ**, his mission and his message of teaching, sanctifying and serving
- **links** the parish with the Archeparchial and Universal Church and the local community
- expresses the specific **identity and purpose of the parish**
- is **written** in words that reach, touch and make sense to parishioners who endorse it and make it reality in the parish community
- is **not filed away** but is meant to be used regularly to guide Parish Pastoral Council decisions because it is owned and celebrated by the parish at large

#### Elements of a Mission Statement

According to Forester and Sweetser in **Transforming the Parish** (1993), to accomplish its mission the parish must:

- be a place of worship - it is through liturgy that we celebrate God in our lives
- be a place where the Good News of the Gospel is proclaimed - it is through the word that we interpret how God moves in our lives

- be a place where healing service is offered to people in need - we must respond to the call to be just
- be a place of community - we are a community religion and thus parish is to be understood in terms of its people and not in terms of its structures.

#### **A Mission Statement:**

- states the **reason** the parish community exists
- refers to the **roots** from which it comes
- relates distinctive parish **characteristics**
- communicates the nature of the **service** the parish intends to offer
- **commits** itself to a specific parish
- provides **future direction** for the parish to which the broader society may hold the parish accountable
- uses key words that are rich in **meaning** to the group.
- is **brief**, usually under fifty words

The Mission Statement enables the parish to establish priorities, to make policies and to use resources in such a fashion that reflects the challenge of the Mission Statement. To preserve the integrity of the mission, the planning process must be grounded in faith which will allow Parish Pastoral Council members to discern the will of the Holy Spirit for the parish.

#### **Developing a Mission Statement**

- Parish mission statements must be in concert with and under the umbrella of the Archeparchy of Winnipeg mission statement, which states: “The mission of the Archeparchy of Winnipeg is to lead people into an ever closer communion with the Trinity by together living out the Gospel of Jesus Christ and the teaching and spirituality of the Ukrainian Catholic Church.”
- In developing the parish mission statement it will be necessary to engage in a consultative process to gather the information necessary for the formulation of the statement.
- A **consultative process** involves prayer, reflection, sharing and honesty of parishioners who are invited to meet for the purpose of reflecting on who they are as a community.
- The use of a **facilitator** allows all parishioners to be free to devote their energy and thoughts in praying for the guidance of the Holy Spirit. It also ensures that the process is unbiased and objective.
- All participants are invited to express their thoughts in a concise statement. These statements are collated, analyzed and distilled into one statement of mission which is then discussed and approved.

#### **Guiding Questions for Feedback on Key Elements of the Mission Statement**

- What is the reason we have a parish?
- What are the roots, the heritage, the history, the past culture and the present culture of the parish?
- What are the distinctive characteristics of our parish?

- What kinds of service does our parish offer?
- Who are the people we are committed to serve?
- To what future direction and endeavors are we committed?

## **Using the Mission Statement**

The Mission Statement:

- should integrate parish life
- should form the preamble to the parish by-laws
- should be made available to the parishioners for their reflection
- should be given to all Parish Pastoral Council committees so that they can develop their goals to conform with and enhance the mission statement
- could be passed out to all newcomers
- can be used to celebrate the mission with a special liturgy

## **Sample Mission Statements**

Please note: These samples are supplied to clarify how succinct and embracing a mission statement could be and should not be used as a preferred model. Content in a succinct statement is the key as the statements although powerful are not as important in themselves as the experience of the process used in their development. As Councils change and the parish grows, it is wise to review the mission statement every year to ensure that it remains fresh and vital to the people and under the scope of the Archeparchy of Winnipeg mission statement.

### **Sample 1**

“We exist to serve the Lord, His Church and - Parish Community equitably through prayer, consultation, ministry and evangelization to invigorate and challenge the Laity in their daily lives, to build the Kingdom of God and transform the world.”

### **Sample 2**

“It is the mission of this parish to fully live the gospel message as a Christian Community.”

### **Sample 3**

“We, the people of God, united and motivated by the Holy Spirit, desire to praise God in our everyday lives by dedicating ourselves to share our faith and our talents in service to one another: thus, our search for ways in which to grow in Christian living will be fulfilled.”

### **Sample 4**

“We, the people of God, recognize that we are God's people in the family of Christ, and that we have as our mission to live by truth and love; to be open to the needs of all; to teach by example; and thereby strengthen the community of faith.”

### **Sample 5**

“We, God's family in \_\_\_\_\_ parish, inspired and strengthened by Christ's death and resurrection accept our vocation to follow Him and let His light shine through us to the world.”

## Pastoral Planning

“Where there is no vision, the people perish.” (Proverbs 29:18).

Pastoral Council planning for the parish:

- is a **Spiritual Process** of discernment based on prayer and reflection. It is not an Administrative exercise.
- is **necessary** to preserve an inner direction, purpose of operations and deliberations of Parish Pastoral Council.
- must **grow** from an inner vision where the baptized community accepts the responsibility and challenge of taking charge of its own mission.
- is a process of prayerful, reflective **discernment** of needs and pastoral action to address those needs.

**Vision** is characterized by:

- concentration beyond one's own parish, needs and community
- concentration beyond one's own church or building
- focus on more than a single issue

**Goal Statement** - A clear statement of direction or activity as related to a major area of concern.

**Objective** - A statement of what is to be done, for whom, when, how and at what cost in achieving the stated goal.

**Planning** is:

- a description of group's goals for the future
- an agreement on the means of achieving the goals
- anticipation of and forecasting of direction, priorities, possible problems and implementation of appropriate action
- an effort to arrange for use of resources in an orderly, economical and goal achieving manner

**Pastoral Planning Considerations:**

1. Parishioners directly affected by decisions should have the opportunity to influence the decision at an appropriate point in the process. In order to "own" the change they must be part of the creation of new, acceptable solutions.
2. Parish Pastoral Council must have at its disposal concrete information on the state of the parish prior to embarking on a planning process. Data can be collected in various ways from open meetings to questionnaires and should not be confined to existing groups but should seek out responses on issues and needs as yet unmet in the parish.
3. A typical Pastoral Planning Workshop could be divided as follows:
  - Session 1: Review the mission statement
  - Session 2: Discernment of needs and problems

- Session 3: Discernment of strengths and resources
- Session 4: Consensus on goals
- Session 5: Consensus on objectives
- Session 6: Strategies for achievement of goals and objectives
- Session 7: Setting up an Evaluation Process

## Setting Goals and Objectives

### Goal setting:

- prevents Parish Pastoral Council from drifting, reacting only to and managing crises
- maintains focus and continuity as Parish Pastoral Council members change
- focuses energies and talents of Parish Pastoral Council members
- reminds Parish Pastoral Council members of their responsibilities and place in their community, church and world
- should reflect the goals of the Archeparchy of Winnipeg

John Haggai in **Lead On!** (pp. 39-40) lists four common fears of goal setting:

- the fear of imperfect goals
- the fear of defeat
- the fear of ridicule
- the fear of considering goal setting presumptuous

Few people employ goal setting in their own lives and so feel uneasy about the process. Goals must therefore be realistic and attainable. They must be reviewed regularly for relevance and progress achieved towards attainment.

William Rademacher in **The New Practical Guide for Parish Councils** says there are seven main characteristics of a goal statement.

1. It is a guide to action - stated as a desired outcome, a result, a desired condition or state of affairs.
2. It is general in its direction.
3. It is challenging, exciting, and inspiring to its participants.
4. It calls for investment and involvement by the participants.
5. It may provide a time target. (2 or 5 years).
6. It is directly tied to the purpose and goals of higher units in the organization (example: eparchy).
7. It can be attained through a series of objectives and strategies.

**Goals** should be written using action words such as: to know, to understand, to establish, to coordinate, to believe, to celebrate, to transform, to assure, etc.

“Vision must be followed by the venture. It is not enough to stare up the steps, we must step up the stairs” Vance Havner.

**Objectives** outline the specific actions to be done or strategies to follow in order to accomplish the Parish Pastoral Council goals in terms of how, when, who, what, for whom and at what cost. Objectives must:

- be simple - one outcome expected, e.g. new volunteers
- be clear and understandable
- be attainable - within ability of Parish Pastoral Council to accomplish
- be measurable – Parish Pastoral Council can tell when goal is reached e.g. 50 new volunteers
- be focused on a target group, e.g. unemployed, elderly, ethnic group, youth
- be action oriented e.g. - hold a Parish Mission during Great Lent
- be time specific, set target dates e.g. in next 3 months, this year, within 2 years, 5 years etc.
- be specific as to who is responsible for carrying out action

Objectives should be written using **action words** such as:

- to encourage
- to hold
- to eliminate
- to establish
- to build
- to design
- to celebrate
- to identify

**Sample Goal** – To foster an understanding of the power of prayer in the everyday life of the parish community.

**Sample Objective** – To foster prayer, the Liturgy Committee will organize a three day Parish Mission on the topic of Prayer, to be held during Great Lent 2006, featuring a guest homilist, at a total cost of no more than \$500.00.

“One may walk over the highest mountain one step at a time.” John Wanamaker

Today, I will challenge myself and others to pursue our goals one step at a time.

#### **4. By-Laws in General**

The parish itself is both a civil corporation under the laws of Manitoba and a juridic person, ecclesiastical corporation, under the laws of the Church. That which has been acquired by gift, bequest, devise, donation, or any other means becomes the property of that parish, in turn the Archeprarchy, and title or right no longer resides with any person other than the parish, nor does any other person hold a reversion in that property. The Pastor is charged by canon law to manage the temporal goods of the parish.

Thus, the Parish Pastoral Council, in its collaborative role with the Pastor, operates using by-laws which:

- reflect the nature and the mission of the parish, namely, to share in the mission of the Church
- state the name and address of the parish
- contain its structure and operational guidelines
- outline procedures it follows
- contain organizations in the parish
- are useful to understand relationships
- allow for innovation to address particular parish needs
- are reviewed and updated regularly
- can be amended as needs and changes occur
- are approved first by the parish and then by the Archbishop of Winnipeg

#### **Components of the Parish Pastoral Council By-laws**

**NAME AND ADDRESS** of the Parish

**PREAMBLE** - This section expresses the basic identity, nature and motivation of the parish.

**MISSION** - The preamble should conclude with the mission statement of the parish, which is developed in the light of the mission statement of the Archeprarchy of Winnipeg, namely: “To lead people into an ever-closer communion with the Trinity by together living out the Gospel of Jesus Christ and the teaching and spirituality of the Ukrainian Catholic Church.”

**NATURE AND FUNCTION** - This section states the role of the Parish Pastoral Council, what it may do on behalf of the parishioners it represents, what kind of decisions it may make on behalf of the parish, and the limits of its powers.

This section should convey the concept that the Council is a consultative body, which collaborates with the Pastor in carrying out the mission of the Church. Through its insights, expertise and prudent advice, it identifies, implements and evaluates pastoral initiatives, parish policies and decisions which are best suited to spreading the Gospel. It coordinates and unifies the parish, and as such is responsible for overall parish pastoral development and goal setting.



The Pastor, for his part, has the primary canonical and statutory civil responsibility for the spiritual and temporal ministry and care of the people under his jurisdiction. The Pastor is directly responsible to the Archbishop, the faith community and the civil authorities.

## **MEMBERSHIP**

This section describes the membership of the Parish Pastoral Council in terms of:

**Eligibility** - a practicing member of the parish, willing and able to share responsibility for the parish community

**Size** - Generally Councils range in size from 10-20 members in larger parishes and 5-10 in smaller parishes. Councils of 20 members or more have difficulty fostering full participation that allows good discussion and good representation with a variety of views expressed.

**Ex officio members** - must include all priests, deacons and religious assigned to pastoral ministry in the parish.

**Persons Representing Ministries** – The Parish Pastoral Council can benefit from the presence of those persons who carry on in the name of the parish certain ministries, for example, liturgy and religious education.

**Lay Members** – The parish and the Parish Pastoral Council has the responsibility of discerning the talents and gifts required to lead the faith community at any given time and to present candidates through a nominating committee for election at a parish general meeting.

**Organizations** - Representative of parish organizations and independent organizations within the parish, such as the UCYC, UCWLC, UCBC and K of C may also be members.

## **OFFICERS**

The Pastor, duly appointed by the Archbishop, is the President. The Chair, Vice-Chair, Secretary and Finance Committee Chairperson are usually elected. Standing committees should be elected but may be appointed. Standing committees, sub-committees and ad hoc committees should select their own chairperson and secretary.

The Parish Pastoral Council Executive should include the Pastor, Chair, Vice-Chair, Secretary, Finance Committee Chairperson and possibly some standing committee chairpersons like the Parish Property Committee Chairperson.

## **COMMITTEES AND SUB-COMMITTEES**

Each parish has its unique needs. The operating structure and committee work should reflect this and seek to meet the mission and needs of the entire parish and the larger faith community of the Archeparchy and the Universal Church.

## **MEETINGS**

Council meetings should take place monthly with the likely exception of July and August. Special meetings may be called by the Pastor or by the Executive with notification given in at least one parish bulletin.

The annual general meeting should take place within two months of the parish fiscal year end with a time, date and place announced at least in two parish Sunday bulletins. Written annual committee reports, including a Finance Committee report, budget, minutes of the last general meeting and an agenda should be made available in advance.

While most decisions are made by majority vote, such decisions should be made in light of the Gospel, minority views, listening to the needs and desires of the parishioners and striving for consensus.

### **COMMISSIONING AND FORMATION OF MEMEBRS**

The Parish Pastoral Council should be commissioned at a Sunday Divine Liturgy in the presence of the parishioners on whose behalf they serve. New members should be familiarized with the by-laws in order to be able to better understand their role on Council. Workshops offered by the Archeprarchy can assist in formation of both new and experienced Council members.

### **APPROVAL OF BY-LAW AND AMENDMENTS**

There should be a set procedure for making changes to both the Parish mission statement and by-laws. A committee should review them annually by seeking possible amendments from the committees, organizations and parishioners in general, suggesting amendments for discussion at a Parish Pastoral Council meeting and then as an amendment at a general meeting. Usually a two-thirds majority is required for an amendment to be adopted.

By-laws and amended by-laws should be signed and dated by the Pastor and Parish Pastoral Council Chair. By-laws and revisions must be approved and dated by the Archbishop in writing.

The parish office should be responsible to maintain an up to date version of the parish mission statement and parish by-laws in a binder and on its website, where applicable. The by-laws should be available to all parishioners. Changes could be published in the parish bulletin.

“Work as if all depends on you. Pray as if all depends on God” (St. Ignatius Loyola).

## 5. Sample By-Law

Parishes are to develop their by-law based on the Parish Pastoral Council Guidelines prepared by the Archeparchy of Winnipeg. The following sample may be used as a template, adapted to each particular parish and its specific needs.

**THE UKRAINIAN CATHOLIC PARISH OF**  
*[parish name]*  
*[parish address]*

### **BY-LAW**

#### **Preamble**

We, parishioners, incorporated into Christ through baptism, are constituted the people of God. As such, we are called, each according to his or her own condition, to participate in the teaching, sanctifying and shepherding ministry of Christ, and to exercise the mission which God has entrusted to the Church to fulfill in the world.

The mission of our parish is understood in the light of the mission statement of the Archeparchy of Winnipeg, which is: “To lead people into an ever-closer communion with the Trinity by together living out the Gospel of Jesus Christ and the teaching and spirituality of the Ukrainian Catholic Church.”

Together with our Pastor, we recognize the authority of the Metropolitan Archbishop of the Ukrainian Catholic Archeparchy of Winnipeg, and we exercise our ministry in accordance with canon law; Archeparchial statutes, custom, and the Parish Pastoral Council Guidelines; and the Ukrainian Catholic Parishes Incorporation Act.

#### **Article 1 – Parish Mission Statement**

1.1 The mission statement of the Ukrainian Catholic Parish of *[parish name]* is: (refer to Section III. 3. Parish Mission Statements).

#### **Article 2 – Nature and Function**

2.1 The Parish Pastoral Council, hereafter referred to as “Council,” is a representative body of the parishioners in this parish, whose purpose is to promote the mission of the Church.

2.2 The Council is the main coordinating and unifying body of the parish and is responsible for overall parish pastoral development, formulating policies and procedures, and developing goals and objectives for presentation at the Annual General Meeting, and reviewing their implementation regularly.

2.3 The Council, in accordance with the teaching of the Church, shall have a consultative voice. It shall work in close collaboration with the Pastor, who is entrusted by the Archbishop with the pastoral care of the faithful of the parish, and who represents the parish both in canon law and civil law. Through its insights, expertise and prudent advice, the Council will help the Pastor identify, implement and evaluate those pastoral initiatives which are best suited to spreading the Gospel.

2.4 The Council fulfills its responsibility by perceiving a particular pastoral need, studying it with prayer and dialogue, and proposing to the Pastor and the parish a way to respond to that need.

2.5 The Council may employ a variety of decision making procedures, including differing a decision via a recommendation. These include executive decision, majority vote, minority decision, parish consultation, consensus decision making, and expert decision making.

2.6 Where the parish is civilly incorporated, The Ukrainian Catholic Parishes Incorporation Act permits the Parish Pastoral Council to decide questions at meetings by a majority vote, keeping in mind that the Pastor, duly appointed by the Archbishop, is the head of the parish. Where a meeting is held in the absence of the Pastor, decisions made are subject to his approval.

### **Article 3 – Membership**

3.1 The Council shall consist of a minimum of 10 members and a maximum of 20 members (OR smaller parishes shall consist of 5 to 10 members), in order to be more effective and less unwieldy.

3.2 All priests, deacons and religious assigned to the parish are ex officio members.

3.3 Lay Council members must be a member of the parish, willing and able to share responsibility for the parish community.

3.4 One person representing the different areas of pastoral ministry in the parish (for example, liturgy, religious education, vocations, ecumenism, youth, finance committee, maintenance) may be selected/nominated to the Council.

3.5 Organizations within the parish which are councils/chapters of a parent organization, for example, UCYC, UCWLC, UCBC and K of C, may each have one representative on the Council, with voting rights.

3.6 The Pastor may appoint up to five additional members up to the maximum number of Council members.

3.7 The period of membership shall be for a one-year term.

3.8 A member may be removed from the Council if it is deemed by the Executive that for a serious reason that member is not able to fulfill the obligations of Council member.

3.9 Any member failing to attend three consecutive meetings without reasonable explanation shall be deemed to have resigned.

3.10 A member who resigns from the Council shall do so in writing.

3.11 Vacancies shall be filled by appointment by the Council for the duration of the term.

### **Article 4 – Officers and Executive**

4.1 The President of the Council shall be the Pastor duly appointed by the Metropolitan Archbishop.

4.2 The Officers of the Parish, who form the Council Executive are the Chair, Vice-Chair, Secretary and Finance Committee Chairperson, all of whom are elected annually at the parish Annual General Meeting for a one-year term. They shall hold the same position for not more than three consecutive terms; however, they shall be eligible for re-election after an absence of one year or more.

## **Article 5 – Committees and Sub-Committees**

5.1 The Council may establish committees and sub-committees to advise it on matters of special pastoral concern. Other people because of their particular expertise and competence may be included in these committees and sub-committees.

5.2 Each committee shall elect from its members a chairperson and a secretary.

5.3 Standing and ad hoc committees shall report to the Council through the chairperson. Sub-committees shall report to their respective committee.

## **Article 6 – Meetings**

6.1 The Council shall hold monthly regular meetings with the possible exception of July and August. All meetings shall be called by the Pastor or in his absence, and with his consent, by the Chair. Where a meeting is held in the absence of the Pastor, all decisions are subject to his approval.

6.2 Special meetings may be called by the Pastor or in his absence, and with his consent, by the Chair. At least forty-eight hours notice of special meetings shall be given to all members. Only those matters pertaining to the stated purpose of the special meeting may be discussed.

6.3 An Annual General Meeting of the parish must be held within two months of the fiscal period year-end. Written notification shall be given to the parishioners by being printed in the parish bulletin for at least two consecutive Sundays prior to the meeting.

6.4 For all meetings, the Chair prepares the agenda in consultation with the Pastor. The agenda shall include matters pertaining to the mission of the Church.

6.5 Because of the unique nature of the Council, a short period of each meeting shall be given over to prayer and reflection on an appropriate passage from the Sacred Scriptures.

6.6 A quorum shall consist of one-third of the Council membership.

6.7 The Pastor shall not vote at meetings; however, in the case of a tie, he shall have a casting vote.

6.8 Robert's Rules of Order shall govern the proceedings unless determined otherwise.

6.9 All meetings shall be held in open session, except for in camera sessions. Parishioners shall be permitted to attend, but have no voice no vote.

6.10 The agenda of the Parish Pastoral Council meetings shall include:

1. Opening prayer/scripture reading
2. Minutes of the previous meeting
3. Correspondence
4. Pastor's comments
5. Chair's report
6. Committee/representative reports
7. Finance committee report
8. Business arising from the minutes
9. New business
10. Pastor's closing comments/prayer
11. Adjournment

6.11 The agenda of the Annual General Meeting shall include:

1. Call to order and opening prayer
2. Selection of meeting chairperson and secretary

3. In memoriam
4. Minutes of the last Annual General Meeting
5. Pastor's comments
6. Chair's report
7. Finance Committee report
8. Auditors' report
9. Reports from organizations and committees
10. Old business
11. Budget
12. Nominating Committee report
13. Election/appointments
14. Statement from incoming Chair
15. New business
16. Open discussion
17. Pastor's summary/closing prayer
18. Adjournment

#### **Article 7 – Commissioning and Formation of Members**

7.1 Council members shall be commissioned during a Sunday Divine Liturgy in the presence of the parishioners whom they represent.

7.2 New Council members shall receive training and formation in their role and responsibilities shortly after their election/appointment. They shall be provided with a copy of the Council By-Law and other pertinent documentation related to Archeparchial and parish policies and procedures.

7.3 The Council shall arrange for its entire membership an annual day of reflection on the nature and the mission of the Church.

#### **Article 8 – Approval of By-law and Amendments**

8.1 The by-law shall not be amended, repealed or rescinded except by by-law adopted by a vote of at least two-thirds of the members present at a parish annual general meeting or a special meeting duly called for that purpose.

8.2 The by-law shall be reviewed annually.

8.3 All proposed amendments to the by-law shall be presented to the Parish Pastoral Council not less than thirty days prior to the meeting at which such amendments are to be considered and shall be published in the parish bulletin together with the notice of call of such meeting.

8.4 No such by-law shall have any force or effect, nor shall any committee have any powers until approved in writing by the Metropolitan Archbishop.

8.5 The approved by-law is to be made available to the parish members, including being posted on the parish website, where one exists.

#### **Article 9 – Reference to General Norms**

9.1 With regard to any matters not treated in the present by-law, the norms of canon law and civil law shall be applied.

The By-Law was approved at a meeting of the members of the parish on the \_\_\_\_ day in the month of \_\_\_\_\_ in the year \_\_\_\_.

---

Pastor

---

Parish Pastoral Council Chair

The By-Law was approved by the Metropolitan Archbishop of the Archeparchy of Winnipeg on the \_\_\_\_ day in the month of \_\_\_\_\_ in the year \_\_\_\_.

---

Metropolitan Archbishop

## **6. Civil By-Laws**

The Christian faithful are subject, in addition to the laws of the Church, also to the laws of the civil society. Thus, the Church recognizes civil law, especially in regards to what is to be observed concerning the civil effects of marriage and the administration of church property and goods, where such civil laws are not contrary to divine law or canon law provides otherwise.

In this light, the Parish Pastoral Council is encouraged to take advantage of civil law especially where the protection of church rights and property are concerned. Refer to “The Ukrainian Catholic Parishes Incorporation Act.”

Those parishes of the Archeparchy of Winnipeg that are civilly incorporated under “The Ukrainian Catholic Parishes Incorporation Act” are to keep in mind the various norms contained therein. For easy reference, a copy of the Act follows.



RSM 1990, c. 199

## The Ukrainian Catholic Parishes Incorporation Act

WHEREAS The Ukrainian Catholic Episcopal Corporation of Manitoba, a corporation incorporated by chapter 191 of the *Statutes of Canada, 1913*, as amended by chapter 79 of the *Statutes of Canada, 1951*, by its petition, prayed that an Act be passed by the Legislature of Manitoba with regard to the property, rights, and powers of the parishes and missions of the Ukrainian Catholic Church in Canada, in Manitoba;

AND WHEREAS its prayer was granted, and resulted in the enactment of the *Ukrainian Catholic Parishes Act*, assented to April 18, 1953;

AND WHEREAS the Minister of Justice has caused the Act to be prepared in English and French for re-enactment in accordance with a judgment dated June 13, 1985 and an order dated November 4, 1984 of the Supreme Court of Canada;

THEREFORE HER MAJESTY, by and with the advise and consent of the Legislative Assembly of Manitoba, enacts as follows:

### Definitions

1 In this Act,

"**church**" means the Ukrainian Catholic Church in Canada, in communion with Rome;

"**corporation**" means a parish incorporated under this Act;

"**members**" means Christians who hold services of public worship according to the dogmas, doctrines, discipline, by-laws, rules, and regulations of the church;

"**parish**" means a congregation, local church charge, circuit, mission, or other local unit for purposes of worship, under the guidance of a priest of the church.

### Operation of holding

2 A holding may be operated in such a manner as to be self-sustaining financially, but shall not be operated for the purpose of being, or so as to be, a source of revenue to members or parishes or to the church.

## **Resolution for incorporation**

3(1) The members of any parish, at a meeting called as hereinafter provided, may, by a clear majority of the votes of the members present at the meeting and entitled to vote, pass a resolution constituting the members of the parish and their successors a body politic and corporate under the name: "The Ukrainian Catholic Parish of \_\_\_\_\_" (giving the distinguishing name of the parish).

## **Filing of resolution**

3(2) A copy of the resolution accompanied by a certificate of consent in writing under the hand of the bishop of the church in Manitoba and sealed with the seal of The Ukrainian Catholic Episcopal Corporation of Manitoba, and stating that the members of the parish are members of the Ukrainian Catholic Church in Canada, in communion with Rome, and that the parish is a parish of that church, shall, within six months after the date of the meeting, be filed in the office of the member of the Executive Council charged with the administration of *The Corporations Act*, and the copy of the resolution so filed shall be conclusive evidence of the incorporation of the parish.

## **Certified copy as proof**

3(3) A copy of the resolution, certified by the member of the Executive Council charged with the administration of *The Corporations Act*, shall be received in all cases as prima facie proof of the facts and matters therein stated.

## **Notice of meeting**

3(4) Fourteen days' notice shall be given of any meeting called for the purposes referred to in subsection (1) and the notice shall state the purpose of the meeting and shall be published in a newspaper having a general circulation in the locality in which the parish is situated.

3(5) A parish incorporated under this Act shall be under the spiritual guidance of the bishop of the church in Manitoba and his successors in office of the same faith and rite, appointed by the Holy Father the Pope and persevering in communion with Rome.

---

S.M. 1991-92, c. 41, s. 41.

## **Board of trustees and financial board**

4(1) Every corporation shall have

(a) a duly appointed priest who shall be the chairman of the board of trustees and of all church committees;

(b) an elected board of trustees comprising not less than five members in addition to the chairman; and

(c) a financial board comprising at least three members who shall act in an advisory capacity.

### **Election of trustees**

4(2) The trustees shall be elected annually for a period of one year, but may be re-elected.

### **Members of financial board**

4(3) Members of the financial board may also be members of the board of trustees.

### **Calling of meetings**

5(1) All meetings of the members of a corporation shall be called by the parish priest or in his absence, and with his consent, by the board of trustees.

### **Majority decisions**

5(2) All questions at meetings shall be decided by majority vote.

### **Approval of priest**

5(3) Where a meeting is held in the absence of the priest all decisions are subject to his approval.

### **Casting vote**

5(4) In case of a tie the chairman of the meeting shall have a casting vote.

### **Financial returns**

5(5) Each corporation shall submit detailed annual financial statements to the bishop of the church in Manitoba, and shall open its financial books for inspection to a duly appointed representative of The Ukrainian Catholic Episcopal Corporation of Manitoba.

### **Purchase of property**

6 Every corporation may, with the written approval of the bishop of the church, purchase, acquire, take, have, hold, receive, possess, retain, and enjoy, property, real or personal, corporeal or incorporeal, necessary for its purposes or any estate or interest therein.

### **Disposal of property**

7 Every corporation may, with the approval of the bishop of the church, sell, convey, exchange, alienate, mortgage, lease, or demise, any real or personal property held by the corporation, whether by way of investment for the uses and purposes of the corporation or not.

## **By-laws**

8(1) Every corporation may make by-laws, not contrary to law, for

- (a) the administration, management, and control of the property, business, and other temporal affairs of the corporation;
- (b) the appointment of committees for the purposes of the corporation, and the calling of meetings of those committees;
- (c) generally for the carrying out of the objects and purposes of the corporation.

## **Approval of by-laws**

8(2) No such by-law shall have any force or effect, nor shall any committee have any powers, until the approval thereof in writing of the bishop of the church in Manitoba has been obtained.

## **Borrowing**

9(1) Every corporation may, for the purposes of the corporation,

- (a) borrow money upon the credit of the corporation;
- (b) limit or increase the amount to be borrowed; and
- (c) make, draw, accept, endorse or become party to promissory notes and bills of exchange.

## **Validity of promissory notes**

9(2) Every such note or bill made, drawn, accepted or endorsed by the corporation signed by the bishop of the church in Manitoba, or by some other person nominated for the purpose by the bishop of the church in Manitoba, shall be binding upon the corporation, and shall be presumed to have been made, drawn, accepted or endorsed with proper authority until the contrary is shown, and it is not necessary in any case to have the seal of the corporation affixed to any such note or bill.

## **Requirements for execution of documents**

10 Any deed, transfer, mortgage, charge, or other instrument relating to, or dealing with, real estate or any interest therein vested in any corporation, shall be deemed to be duly executed and binding upon the corporation, and shall be sufficient for the purposes for which it is intended, if there are affixed thereto the seal of the corporation attested by the chairman and secretary of the board of trustees and the seal of The Ukrainian Catholic Episcopal Corporation of Manitoba attested by the bishop of the church.

### **Returns made by corporation**

11 Every corporation shall, when thereunto required by the member of the Executive Council charged with the administration of *The Corporations Act*, make a full return of its property, real and personal, and of its receipts and expenditures for such period, and with such details and other information, as the said member requires.

### **Members not personally liable**

12 No member of any corporation shall be individually responsible for any of the debts, contracts, or liabilities of the corporation.

### **Government of corporations**

13 A corporation formed under this Act shall be governed by such general by-laws as may be made, altered, or amended, by the bishop of the church in Manitoba.

### **Change of names of parishes formerly incorporated**

14 Every parish or mission of the Ruthenian Greek Catholic Church in the Province of Manitoba that, before April 18, 1953, became a body corporate under *An Act to incorporate the Ruthenian Greek Catholic Parishes and Missions in the Province of Manitoba*, being chapter 127 of the *Statutes of Manitoba, 1913*, and amendments thereto, is continued as a body corporate under this Act; and this Act applies to that body corporate; and the name of each of those parishes or missions is hereby changed by substituting the words "Ukrainian Catholic Parish (or Mission)" for the words "Ruthenian Greek Catholic Parish (or Mission)" where those words appear in the name; and the titles to all properties now standing in the name of any such parish or mission shall be amended by substituting the word "Ukrainian" for the words "Ruthenian Greek" in those titles.

---

S.M. 1991-92, c. 41, s. 41.

**NOTE: This Act replaces S.M. 1953 (2nd sess.), c. 81.**

## Glossary of Terms

**Accountability** - A process by which persons are held responsible and evaluated with regard to ministerial activity within the church.

**Administrator of a Parish** - A priest who is not the Pastor but is appointed by the Archbishop to lead in the pastoral care of a parish. He is not Pastor for one or more canonical reasons, for example, he might not be incardinated into the Archdiocese.

**Administrative Decisions** - Resolution of those issues concerned with the day to day operation of the parish, its programs and ministries. These are the responsibility of the Pastor or the person designated by him to a particular area.

**Archeparchial Pastoral Council** - A consultative body to the Archbishop regarding the pastoral needs of the local Church.

**Canon Law** - Law enacted and promulgated by the Pope for the orderly pastoral administration and government of the Church. *The Code of Canons of the Eastern Churches* was promulgated in 1990 by Pope John Paul II and consists of 1546 canons.

**Collaboration** - Working together in a joint effort.

**Collegial**- Quality of authority or responsibility shared among colleagues for the common good.

**Committee** - A group of persons chosen to consider, investigate, report or implement recommendations.

**Standing committee** - A committee which remains in place for an extended period of time.

**Subcommittees** - A group formed to provide or respond to a specific need or service.

**Ad hoc committee** – A committee established for a specific purpose or a special activity which usually disbands when its purpose is accomplished.

**Consensus** - A means of arriving at a decision characterized by general agreement or accord, rather than by vote, and resulting in a decision that all members of the Council can accept and support.

**Consultation** - A process whereby the one with responsibility for the parish, that is, the Pastor, seeks advice from or reflects with a consultative body such as the Parish Pastoral Council in matters pertaining to the pastoral life of the parish.

**Consultative Body** - A group who prays and studies about an issue and is able to express an informed, educated opinion.

**Co-responsibility** - That process by which a decision is made in such a way that those affected by it have a share in its formulation.

**Deanery** or Protopresbyterate - A special grouping of neighbouring parishes in order to foster pastoral care through common action.

**Discernment** - The process of studying an issue through prayerful reflection, research, discussion, interaction and deliberation.

**Eparchy** - “An eparchy is a portion of the people of God that is entrusted to a bishop to shepherd, with the cooperation of the presbyters, in such a way that, adhering to its Pastor and gathered by him through the gospel and the Eucharist in the Holy Spirit, it constitutes a particular Church in which the one, holy, catholic and apostolic Church of Christ truly exists and is operative” (canon 177, §1).

**Evaluation** - The act of assessing positive and negative results of a plan, goal or action.

**Forum** - A gathering of parishioners for the purpose of obtaining information regarding pastoral needs, issues, and concerns which are to be addressed by the Parish Pastoral Council.

**Function** - The normal or characteristic action of anything. The three functions of a Pastoral Council are: 1. Spiritual Formation; 2. Pastoral Planning; and 3. Communication.

**Goal Statement** - A clear statement of direction or activity as related to a major area of concern.

**Guideline** - A statement of procedure which clarifies how the norms are to be applied and observed.

**Incardinated** - Assigned to and responsible to a particular bishop and eparchy or to the Superior of a Religious Congregation/Order.

**K of C** - Knights of Columbus

**Laity** - Those members of the Christian faithful who are not clerics (not ordained as sacred ministers) or religious.

**Lumen gentium** - Latin title of a major document issued by the Second Vatican Council. Translated as “Christ is the light of all nations” and referred to as the Dogmatic Constitution on the Church, it delineates the meaning of Church in its structures, people and mission.

**Ministry** – Christian faithful who are consecrated to God in their own special manner and serve the salvific mission of the Church.

**Mission Statement** - A concise statement of the group’s purpose and reason for existence. It helps the group to identity itself and set vision and goals. It responds to the questions, “Who are we?”, “What do we value?” and “What do we seek to become?”

**Norm** - A rule of action or standard of conduct that must or should be followed.

**Objective** - A statement of what is to be done, for whom, when, how and at what cost in achieving the stated goal.

**Parish** – “A parish is a definite community of the Christian faithful established on a stable basis in the eparchy, whose pastoral care is entrusted to a pastor” (canon 279). Parishes are generally territorial, embracing all of the faithful in a certain area of the Archeparchy.

**Parish Finance Council** - A council which aids the Pastor in the administration of parish goods. Canon 295 requires all parishes to have a finance council according to the norms of the eparchial bishop and the particular law of a given Eastern Catholic Church. The council possesses consultative vote. The finance council does not set parish priorities.

**Parish Pastoral Council** - A council which assists the Pastor in discerning how the parish can best carry out the mission of the Church. The pastoral council is regulated by the universal, common and particular law of the Church as well as by norms issued by the Archbishop. The council possesses consultative vote. It is mandated for every parish in the Archeparchy of Winnipeg.

**Participative** - Sharing in, taking part in.

**Participative Leadership** - The capacity to influence the thinking of others in a given situation toward a certain goal or objective in such a way that all take ownership for both the process and its outcome.

**Trustees** - referred to in the “Ukrainian Catholic Parish Incorporation Act” as the priest and the elected members of the Council and the Finance Committee.

**UCBC** - Ukrainian Catholic Brotherhood of Canada

**UCYC** - Ukrainian Catholic Youth of Canada

**UCWLC** - Ukrainian Catholic Women’s League of Canada



## Select Bibliography

ARCHDIOCESE OF EDMONTON, *Together in Ministry: Manual to Assist Parish Pastoral Councils in the Their Formation*, 2<sup>nd</sup> edition, Archdiocese of Edmonton, Edmonton, 1999.

CANADIAN CONFERENCE OF CATHOLIC BISHOPS, *Catechism of the Catholic Church*, Concacan, Ottawa, 1994.

CANADIAN CONFERENCE OF CATHOLIC BISHOPS, *Parish Pastoral Council: Guidelines for the Development of Constitutions*, Concacan, Ottawa, 1984.

DALTON, W., "Parish Councils or Parish Pastoral Councils," in *Studia canonica*, 22 (1988), pp. 169-185.

EPARCHY OF NEW WESTMINSTER, *Parish Constitution*, Eparchy of New Westminster, New Westminster, BC, 1999.

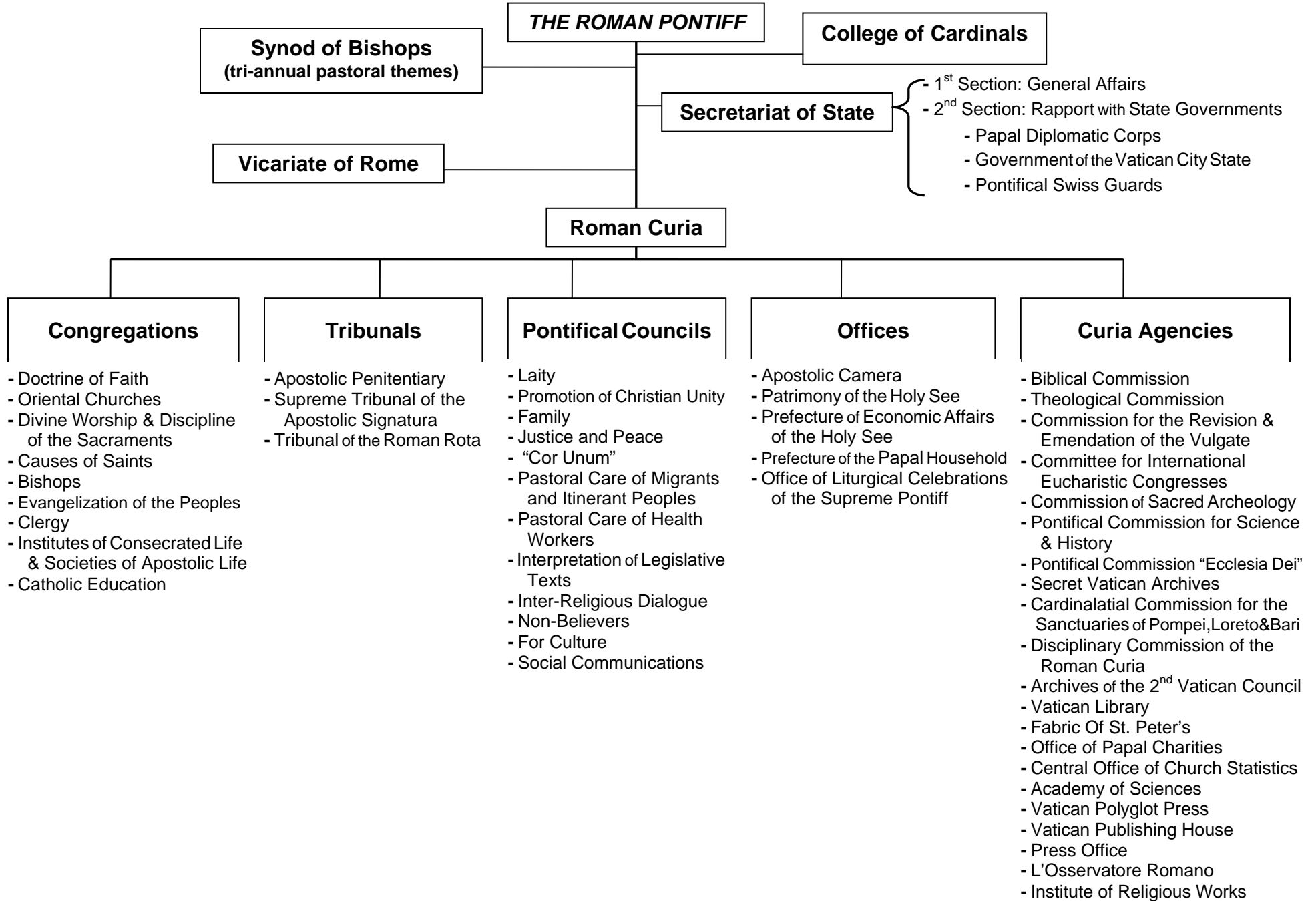
EPARCHY OF SASKATOON, *Eparchial Pastoral Council Statutes*, Eparchy of Saskatoon, Saskatoon, SK, 2001.

JOHN PAUL II, *Codex canonum Ecclesiarum orientalium*, Rome, Typis polyglottis Vaticanis, 1990. *Code of Canons of the Eastern Churches*, Latin-English edition, New English translation, prepared under the auspices of the Canon Law Society of America, Washington, 2001.

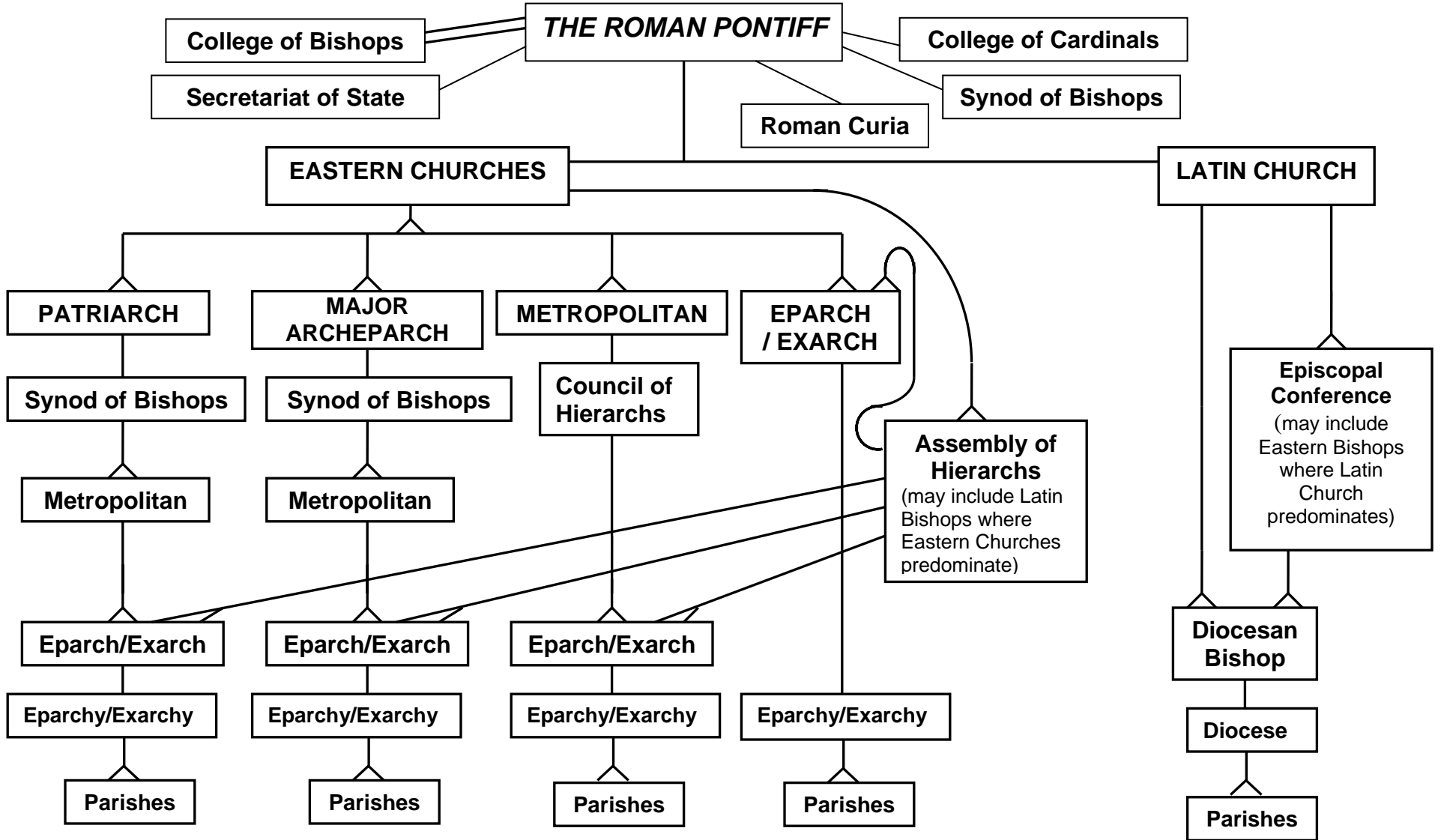
HUELS, J.M., *The Pastoral Companion: A Canon Law Handbook for Catholic Ministry*, revised, Franciscan Press, Quincy, Illinois, 1995, especially chapter xvi on "Parish Administration," pp. 355-374.

TANNER, N., ed., *Decrees of the Ecumenical Councils*, 2 vols., London, Sheed and Ward, and Washington, DC, Georgetown University Press, 1990.

# ORGANIZATION OF THE HOLY SEE



# ORGANIZATION OF THE CATHOLIC CHURCH



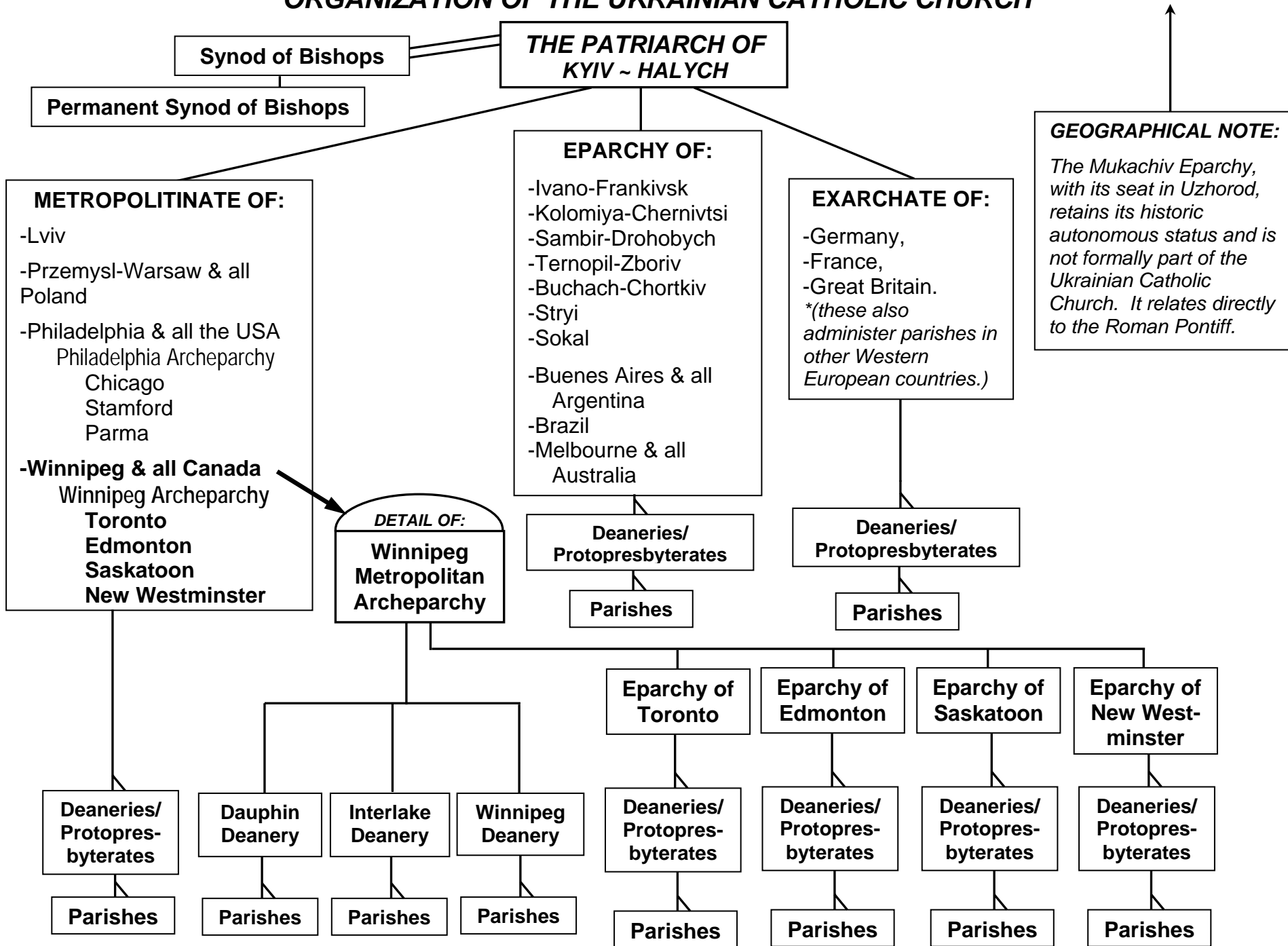
- Coptic Church
- Syrian Church
- Melkite Church
- Maronite Church
- Armenian Church
- Chaldean Church

- Ukrainian Church
- Syro-Malabar Church
- Syro-Malankara Church

- Ethiopian Church
- Romanian Church
- Ruthenian Church

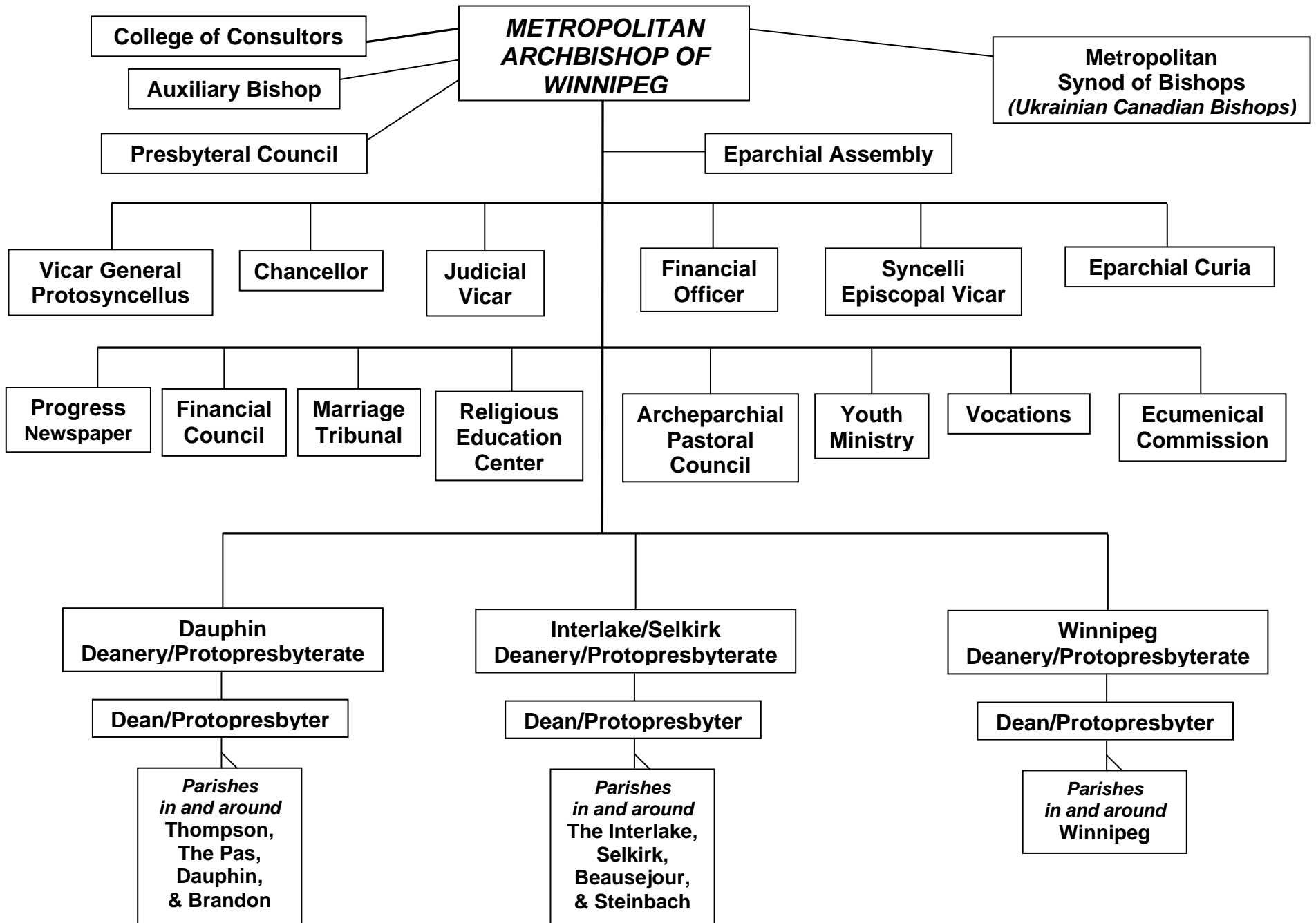
- Albanian Church
- Belarussian Church
- Bulgarian Church
- Greek Church
- Hungarian Church
- Italo-Albanian Church
- Russian Church
- Slovak Church
- Yugoslav Church

# ORGANIZATION OF THE UKRAINIAN CATHOLIC CHURCH

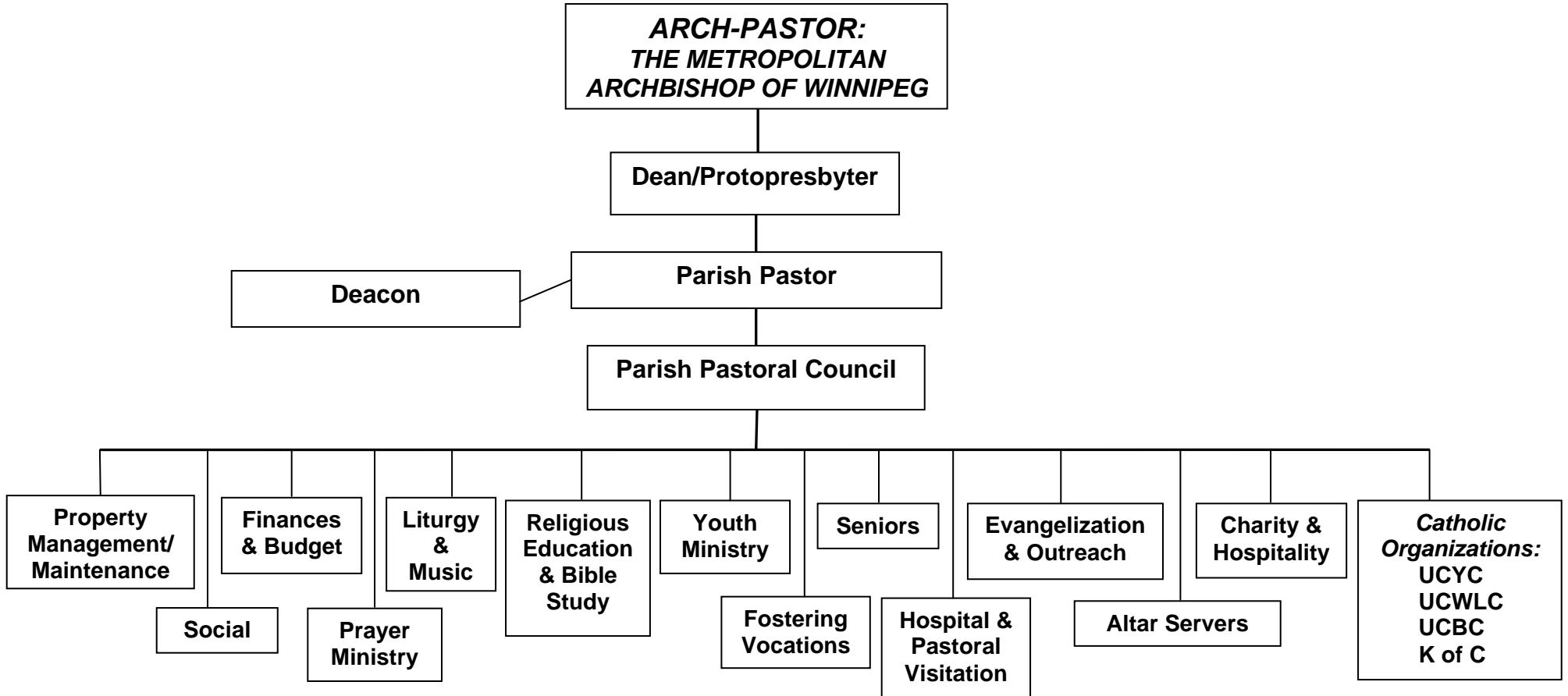


**GEOGRAPHICAL NOTE:**  
*The Mukachiv Eparchy, with its seat in Uzhorod, retains its historic autonomous status and is not formally part of the Ukrainian Catholic Church. It relates directly to the Roman Pontiff.*

# ORGANIZATION OF THE ARCHEPARCHY OF WINNIPEG



# PARISH ORGANIZATION IN THE ARCHEPARCHY OF WINNIPEG



**NOTE:** Many parish functions are informal and will not be described here.  
This chart outlines some of the formal structures.