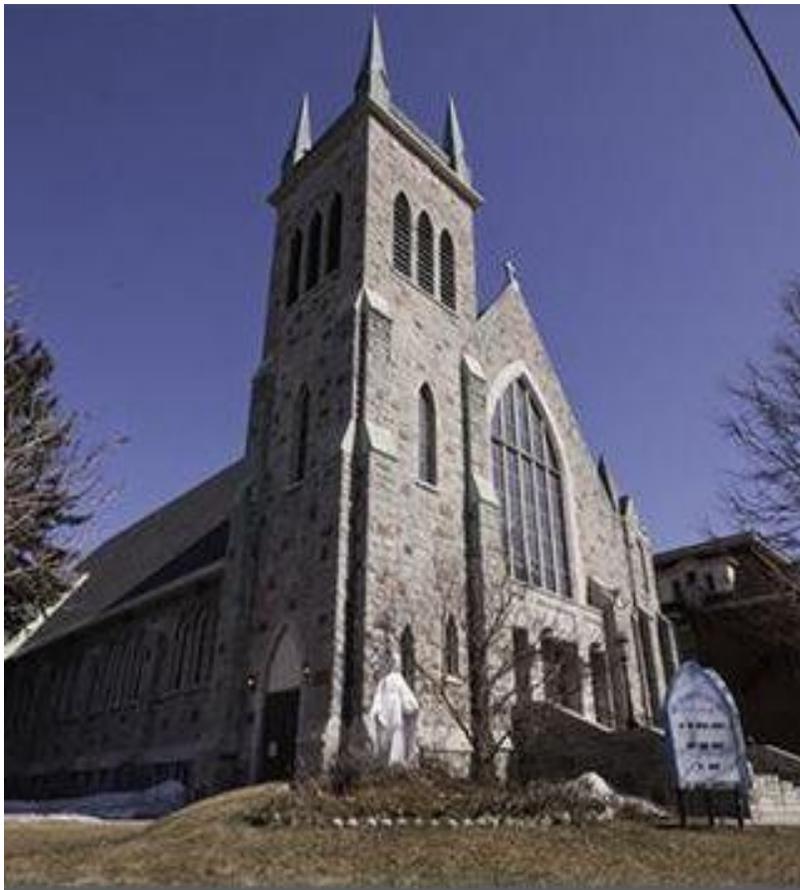


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Saint Mary's Parish Pastoral Council Constitution



April 2019

Comments to Pastoral Council Chair

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St Mary's Pastoral Council Constitution (April 2019)

- Reference:
- A. Ottawa Archdiocese Guidelines for the Development of Parish Pastoral Councils November 2007
 - B. St Mary's Planning Team Sponsorship Document 22 September 2015
 - C. Interim St Mary's Parish Strategic Planning Process Report March 2016
 - D. Annunciation of the Lord Parish Pastoral Council Constitution 9 April 2016
 - E. Divine Renovation Guidebook 9 May 2016
 - F. Divine Renovation Conference 2016 Strategic Planning Workshop June 2016

Background

1. In August 2015, the pastor of St Mary's parish established a planning team to discern and define a renewed vision for the parish. One of the objectives of the planning team at Reference B was to create a new leadership structure. Therefore, the role of the parish council, staff, and ministries in the achievement of the parish vision had to be examined.
2. As there was no written constitution for the St Mary's pastoral council, the Ottawa Archdiocese guidelines for pastoral councils were examined, Reference A. As well comparisons were made to a recently approved constitution at Annunciation of the Lord parish,¹ Reference D, and the pastoral council at St Benedict's which conducted a workshop on pastoral council strategic planning at Reference F.
3. Prior to 2015, the pastoral council only provided advice to the pastor at five meetings per year on those agenda items set by the pastor. Upon examination of the Ottawa Diocese guidelines, and the mandates of other pastoral councils, it was found that a pastoral council should be more proactive than simply an advisory body. Pastoral councils should be working with the pastor in planning goals, coordinating, monitoring

¹ Annunciation of the Lord parish pastor is also with the Companions of the Cross and committed to parish renewal.

and evaluating the work of ministries and committees.² However, implementation of the parish goals should be left to the parish paid staff and ministries.

Definitions

4. This is the Constitution of the Parish Pastoral Council for St Mary's Parish, in the Archdiocese of Ottawa.
5. Wherever the term "Council" or "PPC" is used in this Constitution, it shall mean the Parish Pastoral Council.
6. Wherever the term "Parish" is used in this Constitution, it shall mean St Mary's parish.
7. Wherever the title "Pastor" is used in this Constitution, it shall mean the priest appointed to administer the Parish.

Parish Vision

8. St Mary's parish will be a place of transforming worship, fearless evangelism, all-embracing love, full discipleship and kingdom impact.

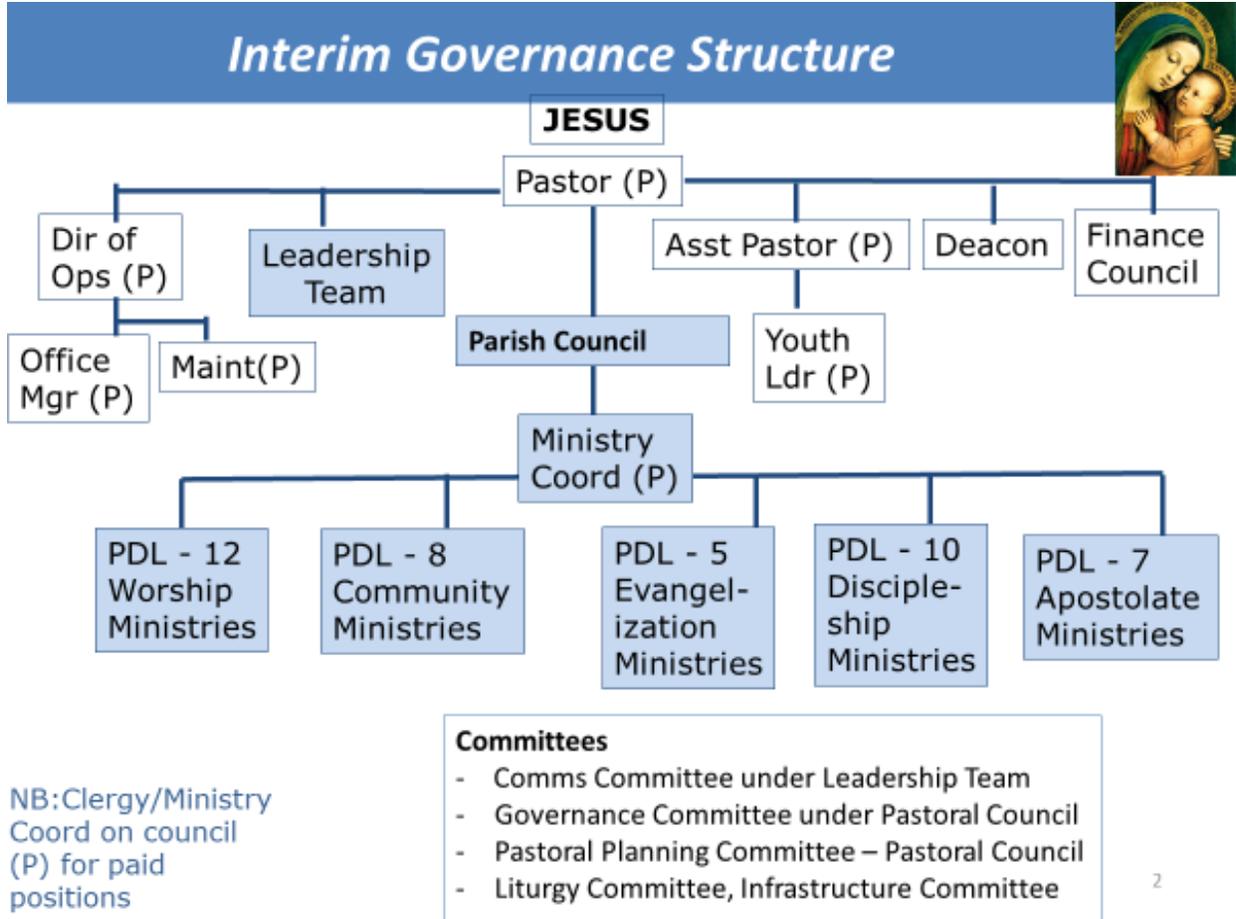
Mission Statement

9. The mission of St Mary's church is to worship God, proclaim the gospel of Jesus Christ, grow as his disciples, and lead others into a relationship with him.

Parish Governance Structure

10. The diagram below outlines the interim governance structure of the parish. It provides the context of the PC in relation to the paid staff, ministries and other committees. The elements highlighted in blue represent either a new governance team/positions or a new mandate. Not all of the parish committees are reflected in this organization chart such as the standing communication committee. The liturgy committee is comprised of members of the worship dynamic ministries and co-chaired by the Parish Dynamic Leader (PDL) for worship and the ministry coordinator. The infrastructure committee is a sub-committee of the finance council. Ultimately, we are all seeking the mind of Christ and asking him to lead the parish.

² Guidelines for the Development of Parish Pastoral Councils, Archdiocese of Ottawa, Nov 2007, page 3



Parish Ministries

11. The 42 ministries at St Mary’s parish have been aligned with five parish dynamics: worship, community, evangelism, discipleship, and apostolate. Annex A includes the definitions of these five parish dynamics. The diagram below lists the 42 ministries in St Mary’s parish under each parish dynamic. These ministries may change over time.

Parish Dynamic Ministry Alignment



WORSHIP	COMMUNITY	EVANGELIZATION	DISCIPLESHIP	APOSTOLATE
Adoration	Coffee Ministry	Alpha	1st Communion	Funeral Receptions
Altar Servers	Pastoral Care	Baptisms	Audio Media	Heart of Mercy
Children's Liturgy	Prayer Connection	Marriage Prep	Confirmation	~SGH Sandwiches
Decorating	Receptions	New Life	K of C	Prayer & Presence
EMHC	Responsible Ministry	Young Adults	Library	Natural Family Planning
Greeters	Small Communities		Missions/Events	Prolife
Lectors	Welcome Ministry		NOWM	Spiritual Gifts
Music Ministry	Youth Ministry		Personal Prayer	
Sacristans	Youth Ministry		RCIA	
Sound			Unbound	
Ushers				
Weddings				

42 ministries do not include: pastor welcome, kitchen, book store, ground keeping, money counters, veni sanctu spiritu, welcome materials, visual media, newsletter, little ladies, men/women's ministry.

Leadership Team Mandate

12. Parish leadership teams are a new concept in parish renewal to help equip the pastor with a team of different leadership strengths or skill sets – some from either the private or public sector. The team will meet at least once per month. The membership of the leadership team at St Mary's parish includes:

- The Pastor
- Associate Pastor
- Office Manager
- Coordinator of Pastoral Ministries, and
- Up to 3 parish members

13. The roles and responsibilities of the leadership team are;

- To revise parish annual objectives from the pastoral council's 5 year pastoral plan and set priorities. This may include an urgent thematic goal which is the most critical to the life of the parish.
- Provide implementation direction for parish goals to PDLs, and
- Task pastoral council on strategic studies

The Parish Dynamic Leaders

14. The five parish dynamic leaders (PDLs) will work with the Coordinator of Pastoral Ministries to support the leaders of parish ministries. As well, they will collaborate with the Pastoral and Finance Council, pastor, associate pastor, staff and ministry leaders. For example they will provide input to the 5 year pastoral plan developed by the pastoral council. PDLs may serve in this capacity from 3 to 6 years. Their roles and responsibilities will be:

- Assist the Coordinator of Pastoral Ministries in preparing the Leader Formation meetings.
- As needed, provide other opportunities for the ministry leaders to participate in ministry leadership formation.
- Maintain a pastoral connection with the ministries, falling under the dynamic of the PDL.
- Help ministry leaders identify and formulate a ministry vision that aligns with the overall parish vision.
- Discuss with ministry leaders the goals and vision for the ministry, and the impact on the annual budget.
- Support and help implement the goals and initiatives of the Pastoral Council.
- As needed, provide guidance to the ministry leaders on matters relating to recruitment, budgeting and succession planning.
- Be a contact person and/or sounding board for the ministry leaders in the event of interpersonal difficulties or conflicts.
- Meet with and vet ideas by parishioner(s) proposing to start a new ministry falling under their dynamic.

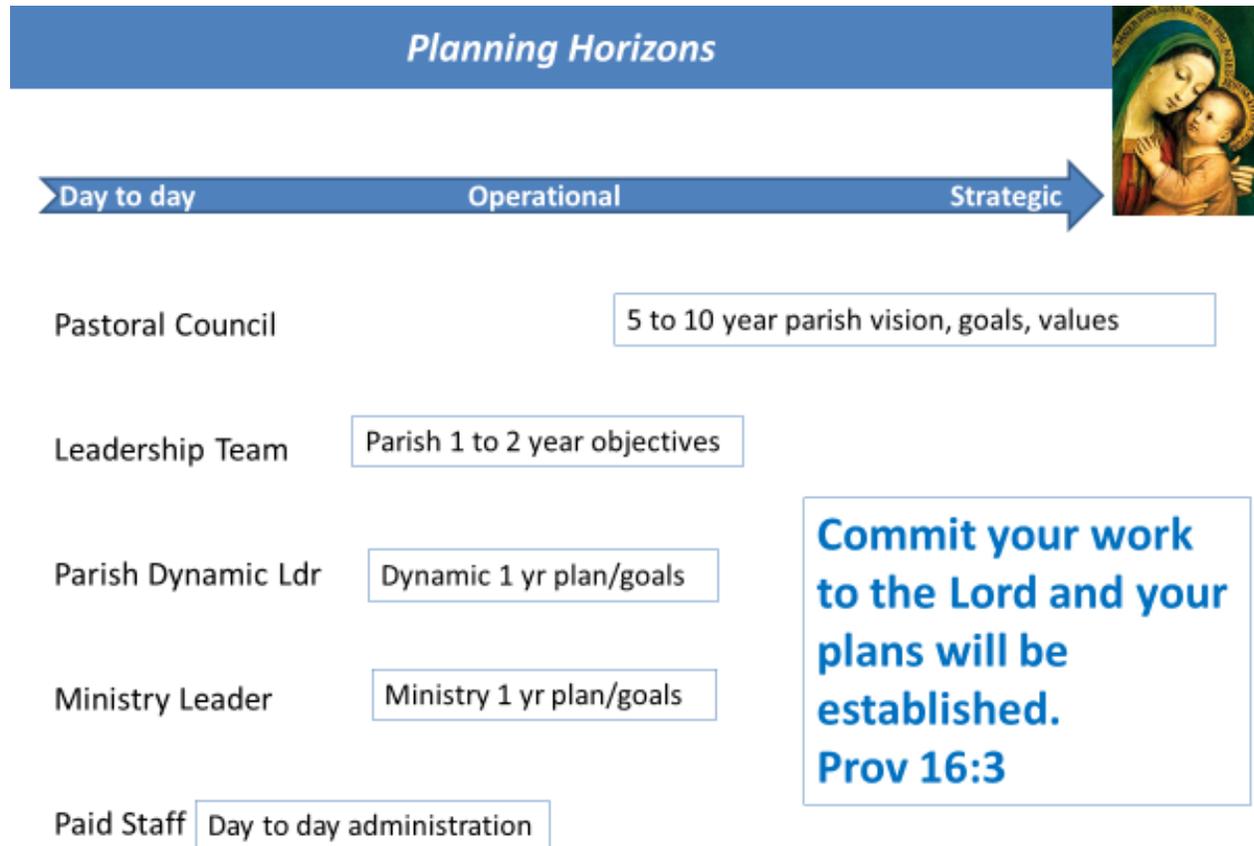
Ministry Leaders Mandate

15. Outlined below are the duties and responsibilities of the St Mary's parish ministry leaders

- With support from their PDL, establish ministry vision, goals and objectives.
- Plan ministry activities and estimate an annual budget.
- Coordinate ministry activities within its parish dynamic and across the four other parish dynamics where appropriate.
- Is responsible for ministry communications, in keeping with communications guidelines established for the parish dynamic and the parish.
- Monitor and report on performance under the ministry objectives, and
- Plan succession for ministry workers and leaders.

Parish Planning Horizon's

16. Each element of St Mary's parish structure has a different planning horizon as depicted in the diagram below. The vision casting role of the pastoral council results in longer term strategic goals for the parish. The PDLs and ministry leaders have an operational role that is shorter term. On the other hand, the paid staff will handle day to day issues but also participate in longer term planning.



The Pastoral Council Mandate

17. The St Mary's pastoral council will make strategic plans, priorities, decisions and goals, that guide, evolve, and sustain the parish at large in support of the parish vision, mission, core and aspirational values. It will establish, coordinate, monitor and evaluate the work of committees and as well as ministries that support the five parish dynamics: worship, community, evangelism, discipleship, and apostolate. The pastoral council will guide and oversee by completing the following tasks:

Planning Tasks³

- Parish dynamics vision statements and SWOT⁴ assessments.
- Parish boundary profile assessment.⁵
- A five-year pastoral plan with measurable goals and strategies,⁶ and
- A succession plan for parish council members.

Coordination Tasks

- Establish the terms of reference for committees.
- Liaison with paid staff, the parish leadership team, the finance council, committees, parish dynamic leaders and ministries, and
- Ensure ministry mandates are cohesive and reflect the parish vision and mission.

Monitoring Tasks

- Require progress reports on committee work, and
- Biannual review of the progress of the parish mission.⁷

Evaluation Tasks

- Annual or biannual parish survey.⁸
- Annual performance reports from ministries based on ministry goals, and
- Parish value assessments.⁹

18 Composition of the pastoral council. The number of parish representatives should exceed the number of full time paid staff/clergy.

- **Paid staff/clergy** will include the Pastor, Associate Pastor, and the Deacon.

³ Parish strategic planning and performance measurement is outlined in detail in the Divine Renovation Guidebook, chapter 5. The risk assessment tool SWOT includes Strengths, Weakness, Opportunities and Threats.

⁴ Strengths, Weaknesses, Opportunities, Threat assessments is a risk management tool

⁵ Given each parish has a boundary to exercise the parish mission, analysis of the demographics of a parish boundary can be done with census information available on the Statics Canada Website.

⁶ Strategic planning process is laid out in Chapter 5 of the Divine Renovation Guidebook

⁷ The parish survey is an effective tool measure the progress of the parish mission.

⁸ The first parish survey conducted in June 2017 included 100 questions on line with Reveal Survey. The results are benchmarked with 1500 churches that have been survey since 2008.

⁹ There are three core values in the parish: whole-hearted worship, openness to the Holy Spirit, and sound preaching/teaching. The four aspirational parish values are relational discipleship, service to the poor, energetic evangelism, and a warm/welcoming community life. The parish survey would be helpful in this assessment as well as a tool in the Divine Renovation Guidebook page 74.

- **Parish Representatives.** There will be at least five members of the parish selected to represent the parish from which one will act as the chair of the parish council, one as the vice chair, and one as a secretary. The finance council chair will also participate as an ex-official member.
- **Finance Council Observer.** The Chair of the finance council or a representative should be present at pastoral council meetings as a non-voting member to ensure that there are sufficient resources to support the PPC initiatives.¹⁰

19. **Term in Office.** In order for the parish council to support a 10 year vision for parish, pastoral council representatives may serve up to three 3-year terms.¹¹ The Pastor, upon recommendation by a two-thirds majority vote of the PPC, may remove a member under the following conditions:

- if that member is unable to fulfill his/her responsibilities due to illness or a change in residence;
- if that member has not attended three consecutive PPC meetings without a valid reason; or
- for other reasons deemed by to merit such removal.

20. All members shall serve gratuitously. Compensation for legitimate expenses incurred by a member carrying out PPC business may be paid to the member, provided that valid points are submitted to the office, and the PPC Chair and/or Pastor approves the expenditures.

Selection Process for Parish Representatives on Pastoral Council

21. Every 2nd year up to two parish representatives may choose not to complete another three-year term. Nominations for vacant pastoral council parish representatives will be sought for and received by the existing PPC.

22. Nominees must be fully initiated (i.e. Baptism, Confirmation, and Holy Eucharist) Roman Catholics over the age of 16 and registered in the Parish. They must not be in open conflict with the basic precepts of the church.

¹⁰ Page 5 Guidelines for the Development of PPCs – Archdiocese of Ottawa 2007. The purpose of the Finance Council is to administer the temporal affairs of the parish.

¹¹ At reference F, St Benedict' parish council members were encouraged to serve for 10 years

23. The nominee selection process will be conducted by the chair of the PPC and the Pastor. The process will include

- Potential parish representatives will be asked to complete an application form at Annex B to assess certain criteria listed below.
- The Chair of the PPC and the pastor will conduct a group discussion with all nominees on questions provided in advance at Annex C.
- Completion of a Clifton strength finder assessment to ensure that the pastoral team has complementary gifts to operate as an effective team.
- Both Annex B and C include the scoring for each criteria to determine the successful nominees.

24. Given the emphasis on strategic planning and evaluation, work or volunteer experience in the following areas would be a valuable asset to the pastoral council:

- Ministry/volunteer leadership
- Strategic or business planning
- Leadership positions in the government of private sector
- Stewardship knowledge
- Financial or legal expertise

Roles on Pastoral Council

25. **President.**¹² The Pastor shall be President of the PPC. He is the spiritual leader of the parish and his role on PPC is a central one. As the preacher of the Word, the pastor has the responsibility of ensuring that the PPC is hearing and applying the Word of God in its fullness. He is obligated to call the PPC members to pause and reflect on the Christian implications of an issue being considered.

26. Pastors are called to generously share responsibility with the PPC. They must be models of consensus building. The pastor will consult with the PPC on all significant matters that affect the parish. Having heard the consensus of the PPC, he will ratify such decisions unless there is a good reason not to do so.

27. As the Archbishop's representative, he shall have the final decision on all matters brought before the PPC for consideration. He receives advice and feedback from the members of the Council. The Pastor consults with the council on all pastoral policy matters affecting the

¹² Page 4-5 Guidelines for the Development of PPCs Archdiocese of Ottawa 2007

future direction of the Parish. Having listened to the consensus of the Council the Pastor ratifies such decisions unless otherwise in his view there is good cause not to do so.

28. The Pastor will explain why he is unable to ratify a PPC decision. After prayerful reflection, the PPC may elevate the unresolved issue to Regional Vicar for arbitration.

29. **PPC Executive.** The PPC shall nominate positions for an Executive comprised of a Chair, Vice-Chair, and Secretary from among its five parish representatives. The outgoing Chair of the PPC and the pastor will decide which of the nominees will hold the position. The sequence of positions will be as follows:

- The Chair will serve at least two years – one year before the appointment of a new pastor to ensure continuity.
- The Vice Chair will serve at least one year in this capacity and will replace the Chair.
- The Secretary will serve at least two years.

30. **Duties of the Chair.** The chairperson is responsible for

- Preparing meeting agendas in consultation with the Pastor and other PPC members
- Chairing all meetings
- Assisting the pastor in providing leadership, support and encouragement to other PPC members and committee chairs
- Ensuring the PPC constitution is adhered to, in collaboration with the pastor
- Participating in regional and diocese PPC meetings

31. **Duties of the Vice Chair.** The Vice Chairperson will assist the Chair with the PPC duties and temporarily assume these duties when the Chair is absent.

32. **Duties of the Secretary.** The Secretary is responsible for:

- The physical arrangement for the meetings, and
- Keeping the minutes of each meeting.

Meetings of the Council

33. **Frequency of Meeting.** The pastoral council will meet at least 6 times per year. If a monthly schedule is established, a regular day should be chosen in advance and meetings not scheduled during July and August. The Chair will propose an annual schedule of PPC meetings in advance from September through to June of the next year.

34. A quorum must be present at the beginning of the meeting for the meeting to proceed. A quorum shall consist of at least 3 parish representatives, together with the Pastor and one other paid staff/Clergy. The PPC cannot meet in the absence of the Pastor as it exists to advise him. If he is not present the meeting is postponed.

35. The agenda of the next PPC meeting shall be publicized at least a week before the proposed meeting. Minutes of all PPC meetings shall be accessible to parishioners once approved by the PPC.

36. All meetings of the Council shall be open to parishioners, as observers, except where confidentiality or privacy of persons is involved.¹³ The meeting may be extended beyond published meeting hours, at the discretion of the President and the Chairperson.

37. Parishioners who wish to address the PPC on any issue shall notify the Chair or the Secretary in writing at least five business days before the meeting. Time shall be allocated as soon as practical.

38. **Conduct of the Council.** The conduct of the council work is outlined in a Pastoral Council Team Agreement that is included at Annex D.

39. **Council Decision Making.**¹⁴ The Council seeks to reach a consensus on major decisions concerning the polices and overall goals and objectives of the parish. The following factors are important to consensus decisions

- A consensus has been reached when at least 80% of the council can live with the decision. Major sticking points should be recorded to demonstrate due consideration was given.
- All council members should participate in a robust discussion focusing on good communication and building on common ground with the emphasis on looking at issues from as many points of view as possible.

¹³ Page 11 Guidelines for the Development of Pastoral Councils – Archdiocese of Ottawa 2007

¹⁴ Sect IX Page 11 Guidelines for the Development of Pastoral Councils – Archdiocese of Ottawa 2007

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- A significant part of the parish, or key parish members involved with the implementation should have input into the decision-making process.

40. **Voting.** When a consensus cannot be reached a formal vote will take place. No major policy or proposal should proceed with a two-thirds majority. All members of the PPC, excluding observers, are entitled to vote. A recorded vote can be requested by any elected member of the Council.

Committees of the Pastoral Council

41. The PPC may establish committees to accomplish tasks that are beyond the capacity of the pastoral council. The PPC will establish the terms of reference for the committees, appoint a committee chair and require the committee to report their progress to the pastoral council. A member of the PPC may act as the committee chair depending on the workload associated with the committee. Some committees may be temporary or be a standing committee as listed below. The terms of reference for these committees may be found at Annex E.

- Standing Committee on Communications
- Pastoral Planning Committee
- Governance Committee
- Leadership Training Committee (Terms of reference not developed yet)

Parish Town Halls

42. Each year¹⁵ the entire parish will be assembled to provide an update on the activities of the PPC. After consultation with the pastor, the Chair of the PPC will make presentations that may include

- Results of parish surveys and status of action plans
- Progress of the 5 Year Pastoral Plan
- The parish values assessment
- Progress of the parish mission
- A major policy change in the parish
- A financial update by the Chair of the Finance Council

43. A question period will be held for parish members to raise concerns to the Chair of the PPC and the pastor.

¹⁵ Page 12 Guidelines for the Development of Pastoral Councils – Archdiocese of Ottawa 2007

Amendment to the Constitution

44. Amendments to the PPC constitution must be approved by the PPC. The proposed amendments should be available to the parish for 30 days. Then the amendments must be forwarded to Archdiocese of Ottawa within 30 days for approval.

List of Annexes

Annex A Definition of St Mary's Parish Dynamics

Annex B Application Form for Pastoral Council Nominees

Annex C Pastoral Council Nominee Discussion Group Questions

Annex D Pastoral Council Team Agreement

Annex E Appdx 1 Terms of Reference – Standing Committee of Communications

Annex E Appdx 2 Terms of Reference – Pastoral Planning Committee

Annex E Appdx 3 Terms of Reference – Governance Committee

Definition of St Mary's Parish Dynamics

1. Worship

We want to form worshippers who worship the Lord in Spirit and in truth. Disciples worship God both publicly and privately. Formation for worship includes participating in liturgical worship and celebrating the sacraments. It is built on a biblical understanding of what it means to worship God. It is lived out in the Church and includes the Church's devotional life. It helps disciples grow in personal prayer and to see the many opportunities for worship of God that happen in daily life. Every day that we live can be an act of worship to God, and the kind of self-offering and love that goes into that kind of living forms the heart of worship.

2. Discipleship

A disciple is a person who has been baptized and has made a conscious decision to be in personal relationship with Jesus and to continually learn from him. Discipleship is a way of life, not just taking in information or developing an understanding. It is conscious and intentional and relates to how we live our lives, day by day, moment by moment. The Catholic Church is great at catechesis, but discipleship is much more than that. It's relational – large group teaching can be part of it, but discipleship happens most effectively one-on-one.

3. Community

God made us for community. Community is a commitment to a shared life as brothers and sisters in Jesus. It's not enough to come to church, remain closed off to others, and then go home again. Our marriages and families are integral parts of our parish community. Our ministries will flow out of our life together. Community life needs teaching, practice, and accountability as we live out the gospel standards for relating to each other – in love, forgiveness, honesty, encouragement, support, and correction.

4. Evangelization

Evangelization is sharing the good news of Jesus with others and inviting a response from them. Who are these "others"? They are the people who don't know God, or even if there is a God. They are the people who identify their religious faith as "none" on surveys. They don't know Jesus or what he has done, and they have never made a conscious, free, personal commitment to give their lives completely to him. They may have grown up in a church and attended Mass faithfully for years, but they haven't yet been fully converted to abundant life in Jesus. They also include the growing number of baptized Catholics who have left the faith. But before we evangelize, work is needed to pre-evangelize -- to sow seeds of charity and trust and earn the right to share the gospel.

5. Apostolate

We are all called to an apostolate – God gives us an apostolate at our baptism and confirmation. This apostolate includes everything that spreads the kingdom of Christ. Forming disciples to be apostles includes helping them discover their vocation and grow in their willingness to live it out and fulfill their mission. The gift of the Holy Spirit is the power to live out this mission and the Spirit also gives charisms that make us fruitful and effective in our mission. Once people recognize their role as apostles, they can be commissioned for their mission.

Application Form for Pastoral Council Nominees

Name:	Scoring
Contact information: e-mail, home phone, cell phone	
Ministry and/or volunteer experience that may be beneficial to the pastoral council:	Point for each ministry – max 3
Pastoral Council Competencies; strategic planning, leadership/business skills, stewardship knowledge, financial or legal expertise.	2 points for each competency – max 10
Gifts and/or Strengths (Called and Gifted Workshop, Journey of Discovery,)	1 point for each gift of the spirit – max 9
Work experience that may be beneficial to the Pastoral Council:	2 points for business planning, risk management, change management, or strategic planning – max 8
Frequency of attending mass at St Mary’s	Max 3 points
How you would advance the parish vision, mission and values?	Demonstrate knowledge of mission, vision, and values of parish – up to 3 points. Proposed actions are specific, measurable, achievable, relevant, , and timely (1 to 5 points) – max score 8
Current involvement with a parish small community, ministry or other volunteer work.	Involvement with small community (3 points). 1 point for each ministry or volunteer work. – max 6
Is there any teachings of the Catholic church you would change?	Significant difference with RC faith: -3 points
Strength finder results:	Looking for good mix of candidates, no points awarded.

Pastoral Council Nominee Discussion Group Questions

1. Why do you want to serve on parish council?

Have discerned in prayer that the Lord has called them to this ministry – 3 points,
2 more points if sought counsel, passion for parish renewal 2 points – max 7 points

2. Is there something in the new parish mission, vision and values that motivates you or causes some hesitancy?

1 point for each motivation or hesitancy – max 6 points

3. As a team and individually how should we seek the Lord as a parish council?

1 point for prayer, scripture, prophecy, unity, option analysis, getting the facts,
listening to one another – max 7 points

4. What has been your experience of honest communication of a contentious issue in at team environment

1 point for each principle expressed – max 5 points

5. Of the three committees that are being established for a one year period (pastoral planning, governance, and communication), is there one that you would like to lead as a member of the pastoral council or be a committee member?

5 points if willing to lead a committee, 2 points if willing to be a member- max 5 points

6. Total max points – 30 points

Pastoral Council Team Agreement

1. Accountability for meeting preparation

- 4 week lead time on preparation work by chair before next meeting
- Response to chair within 2 weeks for consolidation
- If no response on preparation work, council member does not speak on issue
- Chair will approach council members with no response one-on one

2. Communication by email is necessary between meetings

- Invite comments on documents in google drive to reduce email traffic
- Specify if email is for decision vs information
- Reply to all may not be necessary in order reduce email traffic

3. Meeting attendance: be on time, bring your bible, pray in advance

4. Participation in meetings

- Get the chair's attention through a designated scanner
- Opinion of everybody is sought on decision issues
- Only clarification sought for Information issues

5. Handling conflict as brothers and sisters with ideological conflict

- Stick to the issue to avoid disrespect
- Stay away from personal attack
- All council members have permission to intervene in personal attacks

6. Scope of committee work

- Remain within committee terms of reference (TOR)
- Communicate TOR to paid staff and ministry leaders
- Ask Chair to reinforce the TOR when necessary

7. Authority of the pastor as president of the pastoral council

- Canon law 536 :consultative role of the pastoral council directed by the Bishop
- Pastor will ratify the consensus of the council unless church law, teachings or Archdiocese policy is being contravened – Diocese PC Guidelines 2007
- Unresolved disagreement between the Pastor and the council may be arbitrated by the Regional Vicar as directed by the Archbishop.
- Pastor considers council members to be his eyes and ears in the parish
- Main focus is on long term view – 5 year pastoral plan
- Specific roles will be outlined in pastoral council constitution
- Financial decisions will be made by the financial council
- Staffing issues are confidential information for the pastor
- Direction of paid staff not given by parish council members (Chair exception)

Terms of Reference – Standing Committee of Communications

Mandate

The Standing Communications Committee will ensure that communications reflect the vision, mission and values of St Mary’s parish. To this end, the committee provides support, advice and oversight for internal and external communications.

Membership

Chair: The chair has oversight of and takes responsibility for the work of the Committee. The chair may be requested to attend pastoral council meetings or strategic team monthly meetings as required to represent the committee.

Vice Chair. In the absence of the Chair, the vice Chair will act in the capacity of the chair and take on other duties as directed by the chair. The Vice chair may be filled by one of the volunteers listed below.

Director of Operations. This paid position provides day to day direction to some of the volunteers/paid staff that provide communications within the parish.

Office Administrator. The office administrator currently prepares the weekly bulletin and announcements for Sunday mass and can initiate parish wide email correspondence.

Website Coordinator. This coordinator is responsible for the maintenance and updating of the parish website and has sole administrative access to the website.

Social Media Coordinator. This coordinator oversees the parish social media accounts (primarily Facebook) and is responsible for maintenance and updating of the accounts with sole administrative access authority.

Audio Visual Coordinator. This coordinator provides technical expertise for the parish sound system and video systems.

Content Coordinator. This coordinator provides content oversight for communications content outside of the website, social media, and bulletin. Advice would be provided on testimonies, mass announcements, written material, power point slides etc. The position will be held by the pastoral ministry coordinator to ensure that content is aligned with the pastor's priorities.

Length of Term. With the exception of the paid staff (Director of Operations and Office Administrator), all volunteers will serve at least two years with a mutual agreed option year(s) for renewal

Duties of the Committee

1. In accordance with parish communication framework, the committee will develop communication processes and procedures for both paid staff and volunteers to ensure communications are timely, consistent, well-coordinated and responsive to the diverse needs of the parish, the ministries and audiences outside the congregation.
2. Develop for the pastoral council annual internal and external communication plans and priorities that reflects the parish 5 year pastoral plan.
3. Provide oversight of the parish communication plans and vehicles.
4. Propose to the pastoral council procedures and processes to improve the efficiency and effectiveness of St Mary's communications.
5. Develop performance measures to determine the effectiveness of internal and external communications.
6. Provide to the pastoral council, the strategic team, Director of Operations, and Pastoral Ministry Coordinator an annual evaluation of communications. The report will include:
 - i. What was accomplished
 - ii. What is planned for the next year
 - iii. What performance targets were met
 - iv. What performance targets that were not met
 - v. Any actions that that need addressing (by recipients above)

Communication Vehicles

The communications committee will have responsibility for all communications vehicles at St Mary's parish, including but not limited to:

- the website (including parish calendar),
- social media,
- bulletin,
- parish wide e-mail correspondence,
- sound system,
- audio visual systems,
- bulletin boards,
- exterior signs,
- content of annual reports to the parish (eg finance),
- ministry pamphlets,
- posters,
- new member documents,
- mass announcements.

Terms of Reference – Pastoral Planning Committee

- 1. Unifying Vision.** The purpose, objectives, guidance and outputs of all parish committees will be grounded in the St Mary's mission, vision and values as defined at the November 2016 St Mary's Town Hall.
- 2. Purpose.** To assist the parish council in pastoral planning and the development of an evaluation process.
- 3. Committee membership**
 - a. Parish council committee leader
 - b. A member of the transition planning team
 - c. Member of the parish paid staff (when available)
 - d. Member of the parish
- 4. Planning guidance.** The following work will be carried out by the pastoral planning committee:
 - a. Conduct a parish survey to establish an internal baseline that will enable the parish council to determine parish strengths and weakness. The transition planning team has selected the Willow Creek Survey.
 - b. Brief the parish council and the parish on the results of the parish survey.
 - c. With the results of the parish survey, provide parish council an assessment of the progress of the parish mission.
 - d. Conduct an assessment of the population within the parish boundary in order for the parish council to explore opportunities and threats.
 - Statistics Canada information is available for postal codes within the parish boundary. The Stats Canada point of contact will be provided by St Benedict's parish. This may provide information on church denomination, demographic profile, average incomes, and population growth.
 - Examine school and church populations with the parish boundary
 - Identify any new housing construction in the parish boundary
 - e. Examine the content of the parish data base that will assist the parish council in identifying parish and strengths and weaknesses that have not been identified in Appendix 3 of the Strategic Planning Process for St Mary's The Case for Change

- f. Examine the purpose/goals and potential performance metrics of key “missionary” ministries in the parish.
 - g. Assess the type of performance metrics used in St Benedict’s parish (Halifax), Church of Nativity (Baltimore), and other Companions of the Cross parishes.
- 5. **Milestones.** For the work outlined in paragraph 4, establish milestone completion dates by 15 June 17.
 - a. Be prepared to brief the pastoral council every two to three months on the progress of the committee milestones in end-June, September, November, January, March and early May.
 - b. Submit the milestone progress report one week before pastoral council meetings – power point format.

Terms of Reference – Governance Committee

References: A. Diocese directives on parish and finance councils Nov 2007, Dec 2011
B. Divine Renovation Guidebook, May 2016
C. Annunciation Pastoral Council Constitution April 2016
D. St Benedict's Pastoral Council Terms of Reference June 2016

1. Unifying Vision. The purpose, objectives, guidance and outputs of all parish committees will be grounded in the St Mary's mission, vision and values as defined at the November 2016 St Mary's Town Hall.

2. Purpose. Examine the best governance model that advances and supports parish objectives to enable good stewardship through sustainable management of resources i.e. people, finances, and facilities

3. Committee membership

- Parish council committee leader
- A member of the transition planning team
- Member of the parish paid staff (if available)
- Parish Council Member
- Member of the parish

4. Planning guidance. The following work will be carried out by the governance committee:

- a. Assess the merits of different options to the parish dynamic governance model.
 - The status quo organization
 - Five parish dynamics each lead by the paid staff
 - An event matrix model with event managers drawing resources from different ministries
 - Standing committees for each parish dynamic similar as suggested by Reference A
 - A subject matter matrix model suggested by the parish Director of Operations
- b. Examine best governance practices in non-profit organizations that would be suitable for the parish
- c. Examine roles and responsibilities of paid staff, parish council, finance council, parish dynamic leaders and ministry leaders

- d. Analyze the decision making processes in the parish for the purpose of streamlining eg minutes of staff meetings, parish council meetings
 - e. Develop a responsibility and accountability matrix (RAM) for planning, endorsement, approval, and implementation of major functions in the parish
 - f. With ministry input, examine the best group of ministries for effective management (results of June 2016 transition planning team exercise with ministry leaders and the March 2017 ministry coord workshop)
 - g. Develop selection criteria and process for parish dynamic leaders and parish council members. The criteria for the most recent pastoral council selection are available for refinement.
 - h. Draft a pastoral council constitution with comparison to the most recently approved Annunciation Pastoral council constitution
5. **Milestones.** For the work outlined in paragraph 4, establish milestone completion dates by 15 June 17.
- c. Be prepared to brief the pastoral council every two to three months on the progress of the committee milestones in end-June, September, November, January, March and early May.
 - d. Submit the milestone progress report one week before pastoral council meetings – power point format.