



DIOCESE OF ATHABASCA BEST PRACTICES

Best practices and guidelines to assist in governing the Diocese of Athabasca.

+ David.

First Publication: Feast of St. Barnabas, A.D. 2026

Consists of:

- Diocesan Governance and Roles
 - The Church
 - Diocesan Governance
 - Lay Ministry
 - Diaconal Ministry
 - Priestly Ministry
 - Wardens
 - Diocesan Secretary
 - Chancellor
 - Diocesan Treasurer
 - Dean of the Diocese
 - Regional Dean
 - Diocesan Education Officer
- Parish Governance and Roles
 - The Parish
 - Parish Governance
 - Parish Treasurer
 - Parish Finances
 - Parish Property

Second Publication: The Nativity of John the Baptist, A.D. 2026

Added:

- *Under Diocesan Governance and Roles:*
 - Diocesan Executive Council
 - Diocesan Administrative Assistant
 - Registrar
 - Archivist
- Renamed from *Bishop's Handbook* to *Diocese of Athabasca Best Practices*

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DIOCESAN GOVERNANCE AND ROLES

How the diocese is organized so that the Church's spiritual life, mission, ministry, and daily administration may serve Christ faithfully.

THE CHURCH

Diocese of Athabasca

OVERVIEW

When we think of the Incarnation, we naturally and rightly think of those astonishing thirty-three years during which God lived among us as a man. But the Incarnation of God's Word in Christ did not end with Christ's Ascension. Christ continues to be mysteriously but genuinely present and incarnate in the world, through the Church, communally and in its individual members. In you.

The Church is the New Humanity, the redeemed human race now sharing the life of God himself, in Christ, through the Holy Spirit.

The Church is a heavenly body pulsating with divine brightness and life. Most members of the church are no longer earthly mortals but part of a vast company who are now in God's presence or waiting in His throne room for the New Creation, the new heaven and earth. They are those who have died in the faith. The Communion of Saints, sharing in delighted communion with God. They are not subject to death, and they experience no sin, no injustice, no scandal, and no imperfection. They have reached the destiny for which they were created.

The Church is the beauty and light of God centered on the figure of Christ, who is head and bridegroom, ever leading and begetting new life within it. The fortunes of the Church are beyond the reach of anything on earth and are squarely in the hands of God. Within the Church the great ones from every age, including our own, are united together, joyful as each generation brings another rich harvest to the growing body of perfected humanity until the times are fulfilled and all are gathered in. And so the eternal Church is constantly growing, as its human members slip through the veil from this life to the next.

We, the portion of the Church living our mortal lives, are the small bridgehead of a great and growing company, gathered by God since the beginning of time. The entire church is working in God's war effort against the fallen world and all that is evil.

Through a thin veil we have communication, friendship, and communion with that majority of the church, now with God.

Those of us in our bridgehead, landing on the beaches, are being prepared for our true home, battling to live according to God's desires while witnessing to the truth of Christ for the sake of others. Through the Holy Spirit, Christ makes Himself present to us. The struggling human members of the Church on earth, we who are still broken, diseased, and in the process of healing, are the least numerous, least impressive, least potent, and most transitory part of the Church. Yet we are critical.

We live in the place of dark valleys, of temptation, of confusion, of destruction, of death. We are the current bridgehead. Christ Himself is alive among us as physician, teacher, and king. He leads us along our path to eternity.

Blind to this vision, the world sometimes asks, "The way things are going, will the Church be able to survive?" There is no question of the Church "surviving." The Church is gloriously alive and beyond the reach of death. It is the fallen world that will not survive.

The Church is at the center of this world's drama. Just as the whole of human history was turning on the person of Jesus even when He was unknown and living in a small town in Galilee, so the whole of human history turns on the person of Jesus as He is present and working in and through the body He has chosen for himself, His Church.

The Church is both divine and human. The heart of the Church and its most important aspect is its divine nature: the presence of the Holy Spirit within it, the channel of saving graces flowing through the sacraments, the living fire of the Scriptures, the truths about God and humanity that are treasured and taught, and Christ Himself at the core of its life that gives form and purpose to everything it does. The church loving Jesus by loving the "least of these" – those who are downtrodden and discounted.

That divine personality is made visible in each one of us. Christ came to reveal His Father's kingdom, and to the Church He has passed that task, giving us the keys to the Kingdom, to allow the people of the world in.

Faith looks for the signs, hears the voice of God in the Scriptures, hungers for the bread of life in the Eucharist, and knows that Christ himself is present. Illuminated by the vision of faith, we see that the fate of the Church is not decided by appearance, by public relations, by political or social machinations and manipulations. It is not upheld by money, by influential connections, or by human laws. The strength of the Church is found in its heavenly divine life. It is rooted in the eternal regions where it cannot be touched; it is animated by the life of God himself, inhabiting it as His body; and its

bridgehead on earth is strong when its members, you, are becoming holy, usually in hidden ways that no one can see.

PURPOSE

The church works on the earth and in the heavens to continue Christs' ministry. The true Church is known by forgiveness; forgiveness is its calling card, its heart, and its foundation. The hallmark of the church is that it extends forgiveness in all times and at all places, inviting all to encounter the Grace of the Holy Spirit, and be changed from the Kingdom of the World to the Kingdom of God.

When Jesus was asked what the most important commandment was, His answer was "Love God with all you are and love your fellow humans as you love yourself." Love. He amplified that statement with the 'new' command: "Love one another as I love you." What is God's work? To love: seek what is healthiest for the context you are in.

We are called by Christ to be communities where the members genuinely love each other. We are called by Christ to be communities where the members show His love to those outside of the community.

When you interview your new priest, whomever they may be, have these questions uppermost in your mind:

"Will this person teach us how to love?"

"Will this person show us how to love?"

"Will this person love us, as different as we are?"

The culture for our church, throughout our diocese, is to be one of love: seeking what is healthiest for each other. Caring for each other. Helping each other. Forgiving each other. Providing for each other.

Through the love of Christ, through His sacrifice on the cross, we are reconciled with God and with each other.

Treasure that love. Hold onto that love. Practice that love. Share that love. Indwell the members of the church with that love.

The church is about love.

DIOCESAN GOVERNANCE

Diocese of Athabasca

OVERVIEW

Church governance does not, at first blush, appear to be a deeply spiritual topic; many people think words like DEC (Diocesan Executive Council) and canons are inherently tedious. But the choices churches make about governance and organization make it more likely that the church will walk down some paths, and less likely that it will walk down others. Decisions about church governance ultimately drive a great deal of churches' mission; directly and indirectly, councils, vestries and canons animate the spirituality of members. Healthy board organization will not, by itself, lead to the reclaiming of Christianity. But it is a tool that should not be overlooked.

The Diocese's structures exist to support the life of the Church as the body of Christ, helping its members live out Christ's mission faithfully and in good order.

The official meeting of the Diocese is the Synod (from the Greek "Sun" (together) with "Hodos" (way) – "sunodos" meant "together-way"). The Synod is where all business relating to the health and welfare of the Diocese is presented, debated, prayed over, and decisions made to be put into action. Synods of the Diocese of Athabasca are to occur at least every three years.

The bishop exists for the sole reason of serving the Diocese. Without a Bishop, there is no Diocese. The Bishop serves the Diocese as its chief pastor, teacher, and overseer, and is entrusted with canonical authority that must always be exercised prayerfully, carefully, and for the good order of the Church. Due to the critical nature of the role, the bishop is given extreme power: the bishop is enabled to make pronouncements which have the effect of Canon Law (i.e.: our canons). This extreme power is to be used hesitantly and with equivalent extreme care. The Bishop nurtures the clergy, fosters a collaborative Diocesan Executive Council , and ensures the Diocese remains faithful to Christ's mission. All clergy report directly to the Bishop, and all diocesan officers remain accountable to this pastoral office.

The bishop is assisted by various roles if they are available:

- [Diocesan Secretary](#), who makes sure that the relevant rules and regulations are complied with (diocesan, wider church, and secular), that diocesan meetings are

properly arranged, and minutes taken and distributed, records are properly maintained and audited / reviewed, the Diocesan Seal is properly used, Diocesan Office Administration is effective and efficient with appropriate boundaries, Diocesan Property is properly administered, bought, and sold. The Diocesan Secretary helps ensure that diocesan meetings, records, policies, and processes are handled properly and reliably.

- [Chancellor](#), who makes sure all legal obligations and niceties are adhered to, for both canon law and secular law.
- [Registrar](#), who ensures proper registration of all licenses and legal documents, and that the Seal of the Diocese is only used in appropriate fashion. The Registrar serves as the keeper of important diocesan records, licenses, and official documents, ensuring they are properly recorded and protected.
- Archdeacon, who assists with financial, property, and office administration oversight to support healthy ministry.
- [Dean](#), who assists with pastoral care of the Diocese at large, especially relating to the clergy, and is an advisor and counselor for the bishop.
- [Regional Deans](#), who assist with pastoral and temporal (worldly, secular or time-based) care within specific geographic areas (their deaneries).
- [Treasurer](#), who ensures that all financial records are established, properly maintained / audited, and reported, and that appropriate and legal financial boundaries are in place. The Treasurer helps safeguard the Diocese's financial health by ensuring that records, audits, reports, and financial boundaries are properly maintained.
- [Diocesan Executive Council](#) (DEC) members. Consisting of the above roles plus duly elected or appointed lay and clerical representatives (one clergy and three lay synod members from each deanery to be elected by members of the respective deaneries, and the Diocesan ACW Coordinator. The bishop may appoint three additional members to the executive council. These appointees are to be members of parishes in the diocese).

The above-mentioned officers comprise the Diocesan Executive. All diocesan officers (mentioned above, plus [Deacons](#), [Priests](#), [Parish Wardens](#), and [Parish Vestry and Council Members](#)) are ultimately responsible to the bishop. DEC is a collaborative body of clergy and lay representatives that works with the Bishop to carry out diocesan leadership and administration between Synod meetings.

Councils are NOT to be "this feels like we're rubber stamping whatever the Bishop/Priest/Officer wants" or "somebody has to do this, but I'm really not very engaged". They ARE to be "hey, this will be/has been an interesting opportunity to both serve and learn, working with others on common goals."

Our Diocesan Act of Incorporation states “(the diocese) may exercise all its power by and through the executive committee (DEC) (and any sub-committees or working groups within it).” This is like a Vestry in a Parish. The ideal therefore is not that the “Bishop rules by pronouncement”, but that the bishop nurtures and guides a healthy DEC who take on responsibility for the overall health and nurture of the diocese, and the bishop nurtures and guides healthy clergy who do the same for their parishes with their wardens and vestries.

All clergy report directly to the bishop, however the bishop delegates some responsibilities to the Dean and the Regional Deans to assist with oversight and pastoral care. Deacons and Honorary Assistants, while having a direct report to the bishop, will have their day-to-day duties delegated to the incumbent who is representing the bishop in the local parish.

Specific roles at the parish level:

- [Priests](#), responsible for the health and wellbeing of the parishes in their charge, represent the Bishop in their local context.
- [Deacons](#), responsible for alerting the church to the needs of the world, and bringing the church to serve those needs, represent the Bishop, guided by the Bishop, and working under the Bishop’s Local Representative (the Incumbent, historically the parish priest) for day-to-day direction. Deacons help the Church notice the needs of the world and lead God’s people in practical service, compassion, and outreach.
- [Parish Wardens](#), who on behalf of the diocese ensure that the parish is healthy and functioning, working with the Incumbent to make sure services are being held, pastoral care is being performed, buildings are taken care of and in good repair, and mission is being performed. If there is no clerical Incumbent, the Rector’s Warden becomes the Bishop’s Warden, appointed at the pleasure of the bishop. Parish Wardens are key lay leaders (and diocesan officers) who help ensure the parish is healthy, orderly, and well supported in worship, pastoral care, buildings, and mission.
- [Parish Vestries and Councils](#), who work with the local Clergy and Wardens on oversight and care of the local parish, within the context of the wider diocese. Parish Vestries and Councils work with clergy and wardens to provide faithful guidance, accountability, and care for the life of the parish on behalf of the diocese.
- [Parish Treasurer](#), who ensures that all financial records are established, properly maintained / audited, and reported, and that appropriate and legal financial boundaries are in place at the Parish Level. The Treasurer reports to (and supports the work of) the Wardens.

PURPOSE

Diocesan Governance enables the Church to continue Christ's ministry in love, truth, service, and faithful witness. The committees and members support the bishop in achieving the Diocesan WHY, Parish WHYs, and the overall health, stability, and growth of the Diocese, encouraging ongoing and stable mission and ministry throughout.

SUMMARY OF RESPONSIBILITIES

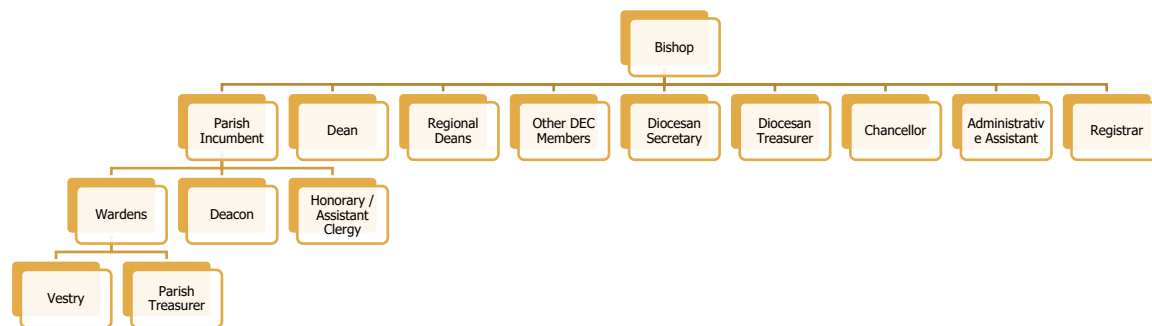
- 1) Encourage the flourishing of the Diocese broadly including the Parish or Congregational levels.
 - 2) Further the ministry of the Diocese within its boundaries, including Parish or Congregational levels.
 - 3) Resource stewardship, including property, financial, and personnel.
 - 4) Performing the duties assigned by the previous Synods of the Diocese.
 - 5) Communicating with the parishes and collaborating with them on the goals and aims of the Diocese and the Parish specifically.
 - 6) Faithful stewardship, clear communication, and healthy leadership.
-

TERMS OF REFERENCE

Refer to the Act of Incorporation, the Constitution, the Canons, the Regulations, the Bishop's Guidelines, and this, the Bishop's Handbook.

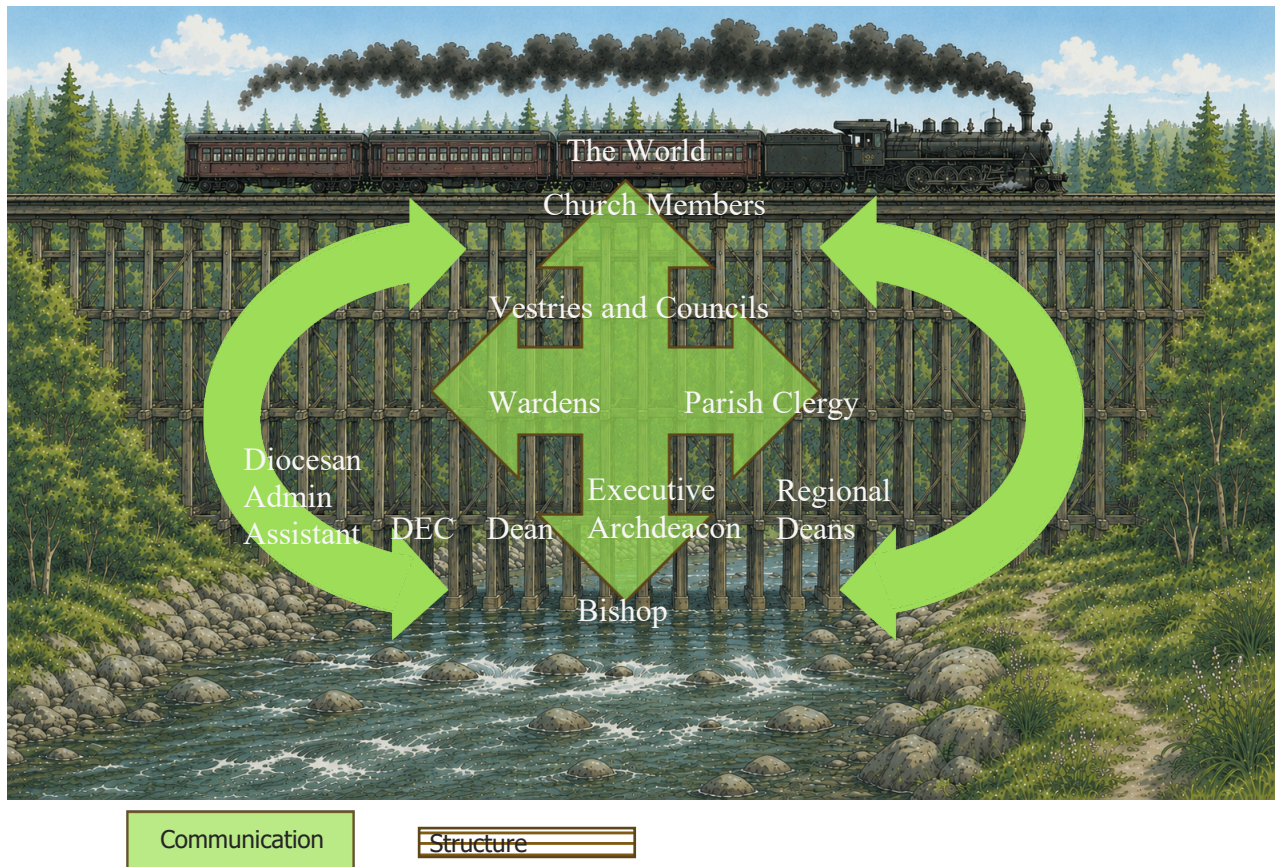
SPECIFIC DETAILS

Simplified Diocesan Org Chart:



All shown in this org chart are considered diocesan officers and are ultimately responsible to the bishop.

Another way of looking at it:



The body of Christ, in our context the Diocese, is the trestle bridge. The Bishop supports the structure, along with the servant ministries of the Diocesan Administrative Assistant, the Diocesan Executive Council (DEC), the Dean and Executive Archdeacon if available, the Regional Deans, the Wardens and Parish Clergy, Vestries and Councils. The Church Members are the railway tracks, which is the part of the trestle bridge visible to the train as it runs supported upon them. The World is the train, which goes where it will. The church infrastructure supports the members, who support the world by living as New Testament members of the body of Christ.

DIOCESAN EXECUTIVE COUNCIL

Diocese of Athabasca

OVERVIEW

The Diocesan Executive Council (or DEC as it is known as within the Diocese of Athabasca) is essentially “the gathering of Synod between Synods.” DEC is comprised of specifically appointed and elected individuals who assist the bishop in doing the work of the Diocesan Synod when it is between sessions.

Our Diocesan Act of Incorporation states “*(the diocese) may exercise all its power by and through the executive committee (DEC) (and any sub-committees or working groups within it).*” This is like a Vestry in a Parish. The ideal therefore is not that the “Bishop rules by pronouncement”, but that the bishop nurtures and guides a healthy DEC who take on responsibility for the overall health and nurture of the diocese, just as the bishop nurtures and guides healthy clergy who represent the bishop in doing the same for their parishes with their wardens and vestries.

DEC is divided into three working groups: the Management Committee, the Property Committee, and the Ministry and Mission Committee. Each committee has a chair, selected by the bishop. Each September (or following Synod as appropriate) and annually thereafter, DEC members list in numerical rank (1-3) their working group preferences, with final committee member selection for the year being done by the bishop. While the bishop is an advisor to all three sub committees, the bishop is not a member of them.

DEC plans for one in-person meeting per year, and nine zoom meetings, with a break anticipated in July and August.

The following are members of DEC:

- The bishop, who functions as Council Chair.
- The Diocesan Secretary, who is Vice-Chair.
- The Diocesan Chancellor
- The Diocesan Registrar

- The Executive Archdeacon
- The Diocesan Dean
- The Regional Deans
- The Diocesan Treasurer
- The Diocesan ACW Coördinator
- DEC Clergy Members (one voted from each deanery at the Diocesan Synod), as accepted by the bishop
- DEC Lay Members (three voted from each deanery at the Diocesan Synod), as accepted by the bishop
- Up to three additional members who are appointed directly by the bishop. These appointees must be diocesan members in good standing.

DEC is ultimately responsible to the bishop and functions on behalf of the immediately preceding Diocesan Synod.

The Bishop's Advisory Committee (BAC) generally comprises of the bishop, the Diocesan Secretary, the Committee Chairs, and the Regional Deans, though the bishop can amend at his or her discretion.

BAC meets monthly, typically over zoom. At the BAC meeting, all participants raise initiatives specific to their committee or deanery, or the diocese as a whole, which they have received from the parishes or external sources. The agenda for the upcoming DEC meeting is then typically finalized, which the three committee chairs can use as input to their own committee agendas. This advance work simply means that DEC members need to relay agenda items to their chairs for processing ahead of BAC meeting (typically a week or two ahead of the DEC meeting). Items are processed within each committee and only brought to the entire DEC if any action is deemed necessary. Committees meet whenever necessary apart from the entire DEC.

For instance, if the roof of a parish house is damaged, it doesn't take the entire DEC to research what needs to be done. Suitable recommendations and initial assessments by the Property Committee begin almost immediately. If the Property Committee determines that action is needed, a presentation of need and a proposed solution is added to the agenda of the upcoming DEC meeting.

PURPOSE

To support the bishop in doing the work of the Diocese between Synods. Focus on achieving Diocesan WHY, Parish WHYS, and the overall health, stability, and growth of the Diocese.

SUMMARY OF RESPONSIBILITIES

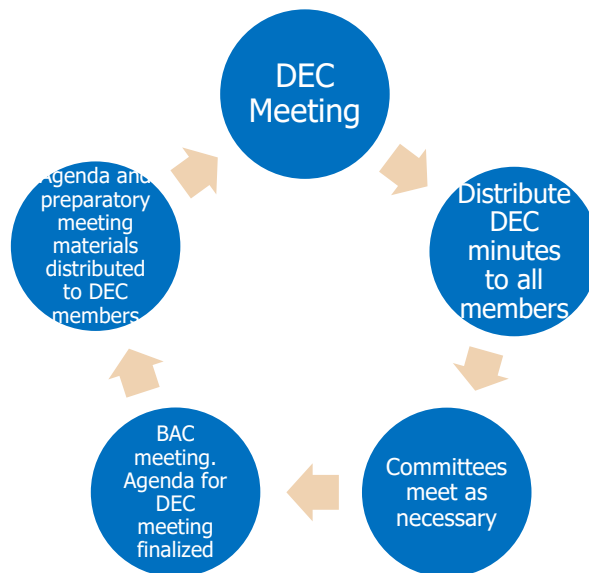
- 1) Support the bishop by continuing the work of Synod between synods.
 - 2) Resource stewardship, including property, financial, and personnel.
 - 3) Pursuing Management and use of Property to enhance the Mission and Ministry of the diocese.
 - 4) Communicating with the parishes and collaborating with them on the goals and aims of the Diocese, and the Parish specifically.
 - 5) Ensuring the diocese is appropriately governed.
-

TERMS OF REFERENCE

Refer to the Act of Incorporation, the Constitution, the Canons, the Regulations, the Bishop's Guidelines, and this, the Bishop's Handbook.

SPECIFIC DETAILS

DEC process flow:



Typical DEC Agenda:

DEC Agenda for Month DD, A.D. YYYY. 7 pm

Members: *Peace Deanery Layperson 1, 2, and 3, Athabasca Deanery Layperson 1, 2, and 3, Peace Deanery Clergyperson, Athabasca Deanery Clergyperson, ACW Coördinator, Peace Regional Dean, Athabasca Regional Dean, Diocesan Treasurer, Executive Archdeacon, Diocesan Chancellor, Diocesan Secretary, Diocesan Dean, Bishop*

Regrets:

7:00 pm – opening Prayer, confirmation of Agenda, approve previous minutes

MOTION: aaaa / bbbb : approve DEC minutes from Month DD, YYYY as distributed (see 0.) *DEC Minutes for Month DD, YYYY*).

7:05 pm – breakout rooms for each sub-committee to discuss their items

7:45 pm – committee of the Whole (unless sub-committees return earlier). Order of items:

	Item #	Committee	Item	Background Document(s) or Comment(s)
Update	1.	Ministry	Legacy Giving Brochure	<ul style="list-style-type: none"> Bishop made video and posted it to youtube (https://youtu.be/yP47YEc2YDo?si=Ug862GjOf2jkH0Uz) Bishop updated brochure after receiving more feedback, See 1.) <i>Legacy Brochure 4</i>
Update	2.	Ministry	Sunday School / All-age-group education	We are now sharing Sunday School materials with families who aren't attending church, and into the north through On Eagles' Wings.
Update	3.	Ministry	Lay Reader Education	Sermon workshops continuing .. next one scheduled for Month DD. Completed instructional videos posted at https://athdio.ca/resources/lay-readers .
Update	4.	Property	High Level mould	<ul style="list-style-type: none"> Insurance Adjustor has given to proceed with remediation and repairs. Probable start in the new year. Formalized Rental agreement has been signed.

				<ul style="list-style-type: none"> Will discuss sharing the Insurance Deductible and putting a waiver on the Security Deposit with the renter.
Update	5.	Property	Diocesan Property List	Assessment Continuing. See 5.) <i>Diocesan Property List.xlsx</i>
Information	6.	Property	Housing using Diocesan Property	<ul style="list-style-type: none"> The bishop attended a presentation by Releven (https://releven.org/) on creating a declaration for supported housing on faith-held properties. See 6.) <i>Winnipeg Declaration documents</i> (2 of them) The bishop inquired of Father Leon if All Saints' Fort McMurray would be interested in a feasibility study by Shared Ground of Winnipeg (https://www.shared-ground.ca/)
Decision	7.	Management	Gift motions from the Parish Financial Assistance Fund	See 7.) <i>Monthly Parish Financial Update</i>
Update	8.	Management	Updating of Regulations	See 8.) <i>Regulation #6</i> and 8.) <i>Regulation #12</i> . For background on #6, see 8.) <i>Diocesan Governance and Roles</i> and 8.) <i>Parish Governance and Roles</i> .
Information	9.	Bishop	New Dean/Archdeacon/Cathedral Rector	The Wardens of the Cathedral are hoping to be in a position to start advertising as of February. Please provide feedback to bishop on 9.) <i>Dio of Athabasca Dean</i> (draft of diocesan requirements).

10. Catechism Presentation by Ministry Sub-Committee

Next meeting: Month DD, YYYY at 7 pm, via zoom?

Main topic: SomethingVeryInteresting

9:00 pm – Close with prayer

LAY MINISTRY

Diocese of Athabasca

OVERVIEW

Lay ministry is the ministry of the Body of Christ. “(The) ministry of the baptized is the fundamental ministry of the Church, with the function of ordained ministry being to serve, equip and enable this ministry to take place” (<https://www.anglican.ca/faith/ministry/baptised/>).

The Layperson’s call is to fulfill their baptismal ministry.

QUALITIES AND SKILLS

- Knowledge of Anglican polity, liturgy, structure, tradition
- Good at orienting themselves and others around diocesan and parish goals and activities
- Understands Episcopal ministry and supports the bishop in their ministry.
- Understands parish ministry and supports local clergy in their ministry.
- Implements parish WHY in their local context.
- Continuously learns and grows in living their faith, in prayer, word, and action.

TIME COMMITMENT

Varies.

ROLE SYNOPSIS

Representing the Body of Christ in their locale, this person is active in pursuing the sanctification of the world, the enablement of shalom, and the fruits of the spirit. For their lifestyle, they pursue their parish WHY. For more information on WHY statements, please refer to [The Parish](#).

SUMMARY OF RESPONSIBILITIES

- Sanctification of the world: to recognize our loving and heavenly Father desires to walk with all those He has created as His Image and understand that the world is God's project to transform all people from pursuing (purposefully or not) death and deception, into love, worship, and walking with God in truth. To represent Christ as fully as possible in the context they find themselves, being filled with the Spirit to proclaim Christ as Lord with amazing love (agape) and immense power (dynamis) through a variety of words and means. This can mean walking alongside in care, praying through grief or in celebration, speaking words of Christ in love, or standing in for the downtrodden, marginalized, and unloved, all with the understanding that the person they are dealing with is loved immensely by God, and God desires a full, transparent, open and loving relationship with them, through which eventually all who are called by Christ will become Holy in His name. It could mean contributing to the deep and meaningful worship of the Body of Christ, facilitating the community to draw closer to His presence through the power of the Holy Spirit. It could mean focusing on conversation with Jesus, regarding the church, the world, and those in either. To be active in the body of Christ, under His guidance, believing, living, and proclaiming that Jesus is Lord of All. To make known the call to repentance and put on full display the redemptive love of Christ, always under the leadership of Christ and Christ alone.
- Enablement of shalom: Wherever and whenever possible, encourage peace, harmony, wholeness, completeness, prosperity, wellness, generosity and tranquility, and a loving relationship with our Father built on trust, faith, acceptance, and obedience. Discourage warfare, discord, brokenness, illness and disease, poverty, selfishness, hatred and animosity and the absence of a life-giving relationship with God our heavenly Father.
- Fruits of the Spirit: Through the Holy Spirit to consistently display characteristics of our Heavenly Father and our Lord Jesus Christ, becoming more and more Christ-like in word and action. Among this fruit are love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control.

- Use their parish WHY as a framework to pursue the above ministry areas. For more information on the parish WHY, please refer to [The Parish](#)

DIACONAL MINISTRY

Diocese of Athabasca

OVERVIEW

Representing the bishop in their locale, a Deacon is active in the offices of pastoral care, representation, and prophecy.

QUALITIES AND SKILLS

- Knowledge of Anglican polity, liturgy, structure, tradition
- Communicator, with active listening to understand perspective of others
- Team builder, able to support and encourage
- Good at gaining alignment
- Understands Episcopal ministry, supports bishop and implements diocesan direction in their local context
- Understands Diaconal ministry in its fullness, pastoral care, representation, prophecy
- Facilitates parish in pursuing its WHY through encounter with the world.

TIME COMMITMENT

Varies.

ROLE SYNOPSIS

Represents the bishop in enriching the parish members, encouraging their life with Christ, through pastoral care, representation, prophecy.

SUMMARY OF RESPONSIBILITIES

- Pastoral Care: serve all people, particularly the marginalized, the poor, the weak, the sick and the lonely. Visit all these with the love of Christ, representing the body of Christ to them. Walking alongside them, witness the power of God to redeem, transform, heal, and sanctify. Deacons may use tools of social ministry such as community analysis and

assessment, identifying cultural issues, working with volunteers, group dynamics, and lead parish members to exercise their ministry in programmes to feed and house the poor, care for the sick and differently abled, and other practical methods of help.

- **Representation:** represent the intersection of the body of Christ and the world. In worship, the setting of the table for the Eucharist is a sign of service; leading or facilitating the Prayers of the People denotes concerns for others; at the end of the Eucharist, when the deacon dismisses the people to return to a life of love and service in the world, it is to a life of which the deacon is a representation (or icon); reading the Gospel illustrates the body of Christ sharing the word of Christ with the world around. The deacon represents the faith and the Church to the world by their witness, their compassion, their strengthening, their walking alongside; and represents the world to the Church by the same methods, alerting the church to where ministry is needed. The deacon is a bridge over which the ministry of the Church reaches out to the world and the world may cross over to view the faith.
- **Prophecy:** Deacons bring to the church the needs, concerns, and hopes of those in the world, interpreting them in relation to the body of Christ, and call the faithful to empowered service in the name of Christ. They seek to share the desire of God with fellow Church members and speak the truth of God to those in the world. They declare the heart of God to the people of God, and the things of God to the people in the world. They speak the word of God to the church, calling the body to service and sacrifice. Teaching parish members their baptismal ministry is an important part of this.

PRIESTLY MINISTRY

Diocese of Athabasca

OVERVIEW

Representing the bishop in their locale, this person is active in the three offices of teaching, sanctifying, and governing. The goal of the priesthood is a mature and well-formed laity that embraces its own vocation in Christ. Christ calls all to holiness, to be “little-Christ”. The priest focuses on raising up of mature spiritual servants of our loving Father, well formed in the faith, who take seriously their own task to follow the footsteps of Christ so He may sanctify the world and all in it. The chief role of the Priest is to create a loving community, where the love of God indwells in each of the members.

QUALITIES AND SKILLS

- Knowledge of Anglican polity, liturgy, structure, tradition
- Diaconal capabilities
- Communicator, with active listening to understand perspective of others
- Team builder, able to support and encourage
- Good at orienting themselves and others around diocesan and parish goals and activities
- Understands Episcopal ministry, supports bishop and implements diocesan direction in their local context
- Understands Priestly ministry in its fullness, teaching, sanctifying, governing
- Facilitates parish in pursuing its WHY. For more information on WHY statements, please refer to [The Parish](#)

TIME COMMITMENT

Varies.

ROLE SYNOPSIS

Represents the bishop in enriching the parish members, encouraging their life with Christ, through teaching, sanctification, and governance.

SUMMARY OF RESPONSIBILITIES

- Teaching: ensures the parish is aware of the mission of God, the arrival of Christ and His teachings, the life of discipleship as shown in the New Testament and carried through to today.
- Sanctification: immerses the parish in the sacramental life, especially through baptism and holy communion, but also creating an awareness of the sacramental nature of life with God as a whole, creating an understanding and expectation of formation into greater and greater holiness as one increasingly takes on the likeness of Christ, embracing a life of worshiping and being one (in words and actions) with the heavenly Father through Christ, by the leading of the Holy Spirit.
- Governing: guiding the parish in a life of discipleship. Pastoral governance is not simply administration of the Church's goods (whether temporal or spiritual), or of an institution, or simply an attention to the maintenance of the structures of the parish. It is for the sake of the unity of, and the building up of, community. It is aimed towards to the full flowering of the vocation of the laity, each realizing the full development of their own vocation in Christian maturity. It involves encouragement, discipline, thanksgiving, and sacrifice. It nurtures the expressions of individual and collective gifts, charisms, and ministries within the parish as implementations of its WHY. For more information on WHY statements, please refer to [The Parish](#).

WARDENS

Diocese of Athabasca

OVERVIEW

Wardens are a Lay Role critical to the success of any parish and are an integral part of the operation of the Diocese of Athabasca. According to our Act of Incorporation, the wardens along with the parish incumbent form a “body politic and corporate” – i.e., the legal definition of the parish. This is why the wardens are the signing authorities – they are the legal representatives of the parish. Wardens are **diocesan officers**, facilitating the health of the parish on behalf of the diocese.

The Rector and People’s Wardens complement each other in what they bring to the table:

- The People’s Warden is voted for by the people at the Annual General Meeting and acts on behalf of the people of the parish to ensure smooth functioning of the community. If there are conflicts, the People’s Warden assists in bringing those out into the open so they can be creatively explored and dealt with before they become mountains of upheaval. A key part of this is to relay concerns of the congregation to the Rector and the Rector’s Warden, and then the three of them together properly address concerns in a constructive manner.
- The Rector’s Warden is assigned by the Incumbent and is a confidant and sounding board for the Rector or Incumbent. They can gracefully provide honest and complete feedback so the Incumbent can best lead the congregation with full knowledge of the situations they are facing. When the parish is without an Incumbent, the Rector’s Warden is appointed as the Bishop’s Warden, who provides the same role but directly in relation to the Bishop.

QUALITIES AND SKILLS

- Team players, work well with each other, the incumbent, and vestries
- Know the parish and the local cultural contexts
- Good communicators, with active listening to understand the perspectives of others and speaking / writing
- Good organizers and supportive of other ministries
- Prayerful, seen as mature Christians by members of the parish
- Adept at identifying issues and addressing them up front before they fester or grow

- Align parish activities around the parish WHY. For more information on WHY statements, please refer to [The Parish](#).

TIME COMMITMENT

Varies.

ROLE SYNOPSIS

Responsible for the smooth operation of all facets of the parish, working with the parish incumbent when present and on the bishop's direct behalf when an incumbent is not present. Their responsibilities include all aspects of parish life.

SUMMARY OF RESPONSIBILITIES

Responsible for:

- a treasurer to ensure proper record-keeping of the finances and all financial reporting,
- an envelope secretary for proper recording of all charitable receipts,
- a vestry to assist in properly overseeing all aspects of church life within the parish.
- making sure bills are paid, budgets are balanced, administration is properly performed, pastoral care is taking place, and that the clergy are supported in every way possible to successfully achieve their roles.
- working with the Synod Office and other parishes for the success of the diocese as a whole.

The wardens and the incumbent together work as a team, seeking the success of the parish. They set the Vestry agenda's and strategize how the parish can best fulfill the WHY of its existence, today and in the future. The three of them should meet at least monthly to pray and review parish activities, morale, and spirit, and plan activities accordingly. Together, they are responsible for the finances, the property management, the worship, the edification and growth of the community.

DIOCESAN SECRETARY

Diocese of Athabasca

OVERVIEW

- Signee for any transfer of property within or regarding the Diocese
- Member of Synod, Diocesan Executive Council , and other committees / councils as assigned by the Bishop
- Ensures:
 - relevant rules and regulations of the Diocesan Handbook are complied with
 - Meetings are arranged and minutes taken, and appropriately distributed, for the
 - [Diocesan Synod](#) (at least every three years)
 - [Diocesan Executive Council](#) (at least twice per year)
 - other committees / councils / meetings as assigned by the Bishop (through the respective Meeting Secretaries*)
 - Diocesan meetings comply with the Diocesan Handbook
 - custody and use of the diocesan seal (through the [Registrar](#)*)
 - records are properly maintained (including that of past and present office bearers), audited / reviewed, and that people entitled to do so can inspect diocesan records (including archives, through the Diocesan [Archivist](#)*)
 - Diocesan publications and reports comply with the Diocesan Handbook as necessary
 - to keep under review all legislative, regulatory and governance developments that might affect decision making or the organization’s operations (through the [Chancellor](#))
 - Diocesan office administration is effective and efficient with appropriate boundaries (through the [Diocesan Administrative Assistant](#)*)

* position may exist separately or be taken on by the Diocesan Secretary as appropriate

QUALITIES AND SKILLS

- Well organized and an eye for detail
- Works well with others in a supportive and collaborative environment
- Great communicator

TIME COMMITMENT

Varies, but estimated at ten hours per month overall.

ROLE SYNOPSIS

To support the bishop in ensuring the smooth functioning of the Diocese.

SUMMARY OF RESPONSIBILITIES

1. Effective organization and minuting of meetings
2. Effective records and administration
3. Upholding the legal requirements of the Diocesan Handbook, Provincial and Federal governing documents (both parochial and secular)
4. Communication and correspondence

Note that although the Secretary ensures that these responsibilities are met, much of the work may be delegated to staff or volunteers (see below). The Secretary often acts as an information and reference point for the bishop and diocesan members as applicable: clarifying past practice and decisions; confirming legal requirements; and retrieving relevant documentation.

SPECIFIC DETAILS

Diocesan Secretary upholds Communication and Correspondence by:

- Working with the Bishop, Diocesan Administrative Assistant, and others to ensure communication is done as desired / appropriate.

The Diocesan Secretary works with:

1. Meeting Secretaries ensure meetings are effectively organized and minutes taken by:

- Liaising with the Chair to plan meetings
- Receiving agenda items from committee members
- Circulating agendas and reports
- Checking quorum is present at meetings
- Taking minutes (unless there is a minutes secretary)
- Circulating approved minutes
- Checking that agreed actions are carried out
- Responding to all committee correspondence
- Filing all committee correspondence received and copies of replies sent

2a. [Diocesan Administrative Assistant](#) maintains effective records and administration by:

- Keeping up-to-date contact details (i.e. names, addresses and telephone numbers) for diocesan committees and (where relevant) ordinary members of the organization.
- Filing minutes and reports
- Compiling lists of names and addresses that are useful to the organization, including those of appropriate officials or officers of voluntary organizations.
- Keeping a record of the organization's activities

- Keeping a diary of future activities
- Performing Office Communications, Record Keeping, Payment and record keeping of bills and payments, tracking and depositing incoming monies
- keeping a record of any of the organization's publications (e.g. leaflets or newsletters)
- working with treasurer as appropriate for smooth and transparent recording of financial accounts

2b. [Treasurer](#) maintains effective records and administration by:

- working with bookkeeper (Diocesan Administrative Assistant) as appropriate for smooth and transparent recording of financial accounts
- Monthly reconciling financial accounts and reporting thereof
- Yearly submission of accounts in Notice To Reader and / or External Third Party for review
- Communications with Canadian Revenue Agency on behalf of the diocese
- Proper recording of all of the above

3. [Chancellor](#) upholds legal requirements by:

- Acting as custodian of the organisation's governing documents
- Ensuring elections are in line with stipulated procedures
- Ensuring organisation's activities are in line with its objects
- Ensuring charity and company law requirements are met (where relevant, unless there is a separate company secretary)
- Sitting on advisory and disciplinary panels, as required.

4. [Registrar](#) stewards all official documents by:

- Officially registering each document in the Diocesan Register and ensuring the Diocesan Seal is used as appropriate.

5. [Archivist](#) ensures records are properly maintained by:

- Ensuring records are properly stored and that people entitled to do so can inspect company records (including archives)

CHANCELLOR

Diocese of Athabasca

OVERVIEW

Facilitates that all diocesan legal obligations and niceties are adhered to, for both canon law and secular law. Advises the Bishop and Diocesan Synod on all legal matters.

QUALITIES AND SKILLS

- Well organized and an eye for detail
- Works well with others in a supportive and collaborative environment
- Enjoys structure and studious attention to detail
- Familiarity with Diocesan Act of Incorporation, Constitution, Canons, Regulations, and Bishop's Guidelines
- Familiarity with secular law as applicable to the Diocese
- A member of any court in Alberta, or a member in good standing in the Alberta Bar Association.

TIME COMMITMENT

Varies, but estimated at less than five hours per month overall.

ROLE SYNOPSIS

Advises Diocesan Leadership on all legislative, regulatory and governance developments that might affect decision making or the organization's operations; convenes Diocesan Ecclesiastical Court as necessary; acts on Diocese's behalf in regard to legal and canonical matters as appropriate. Vice-president of Synod, member of Diocesan Executive Council, and member of Diocesan Sexual Harassment Response Group.

SUMMARY OF RESPONSIBILITIES

1. Keep under review all legislative, regulatory and governance developments that might affect decision making or the organization's operations
2. Ensures elections and Acts of Synod are in line with stipulated procedures
3. Ensures organisation's activities are in line with its objectives and aims as outlined in the Act of Incorporation, Constitution, Canons, and Regulations
4. Ensures ecclesiastical and secular law requirements are met
5. Sits on advisory and disciplinary panels as required.

6. Advises Bishop and Diocesan Leadership on actions and responses from a legal perspective as appropriate.

SPECIFIC DETAILS

As an ex officio member of Synod and Diocesan Executive Council, the Chancellor advises and validates any changes to the Diocesan

- Constitution
- Canons
- Regulations
- Bishop's Guidelines

As appropriate, the Chancellor advises on Diocesan initiatives and responses, ensuring activities are in keeping with canonical and secular law.

The Chancellor may represent the diocese in legal matters, or advise as to appropriate representation given the circumstance.

DIOCESAN ADMINISTRATIVE ASSISTANT

Diocese of Athabasca

OVERVIEW

Ensures Diocesan office administration is effective and efficient with appropriate boundaries.

QUALITIES AND SKILLS

- Well organized and an eye for detail
- Works well with others in a supportive and collaborative environment
- Enjoys structure and studious attention to detail
- Enjoys communicating with others, and has strong communication skills
- Ability to multi-task and operate in a dynamic environment with frequent competing timelines.
- Enjoys accomplishing activities in a diverse role
- Highly competent in computer skills (spreadsheets, word processing, emails, remote meetings, website maintenance)
- Accomplished bookkeeper
- Accomplished at reporting results and progress

TIME COMMITMENT

Varies, but estimated at 100-120 hours per month overall.

ROLE SYNOPSIS

Is the communication hub for the diocese. As such, thrives in a multi-tasking environment with in-person visits, phone calls, emails, and zoom meetings, coordinating and communicating with various parties across the diocese and beyond. Keeps the bishops' calendar and coordinates all diocesan travel activities. Does diocesan bookkeeping, and bookkeeping for selected parishes as negotiated by the Diocese. Works with the Diocesan Treasurer on keeping the diocesan books accurate and complete, and is the diocese's representative to the diocese's bank. Liaises with outside parties as needed for the diocese (example: Insurance Broker and Pension Office). Works directly with the Bishop on a day-to-day basis, and under the overall guidance of the Diocesan Secretary.

SUMMARY OF RESPONSIBILITIES

Diocesan Administrative Assistant:

- Responsible for all diocesan official communication, electronic and paper.
- Updates the parishes on activities across the diocese
- Interfaces with national church offices and extra-diocesan parties (ex: insurance broker) as appropriate
- Ensures diocesan books are up to date.
- Creates all needed diocesan licensing
- A member of diocesan committees as appropriate (example: Synod Planning committee)
- Keeps up-to-date contact details (i.e. names, addresses and telephone numbers) for diocesan committees, diocesan members, and those the diocese interfaces with.
- Filing and publishing of Diocesan minutes and reports
- Compiles lists of names and addresses that are useful to the Diocese, including those of appropriate officials or officers of voluntary organizations.
- Works with the Registrar and Archivist to keep appropriate record of the organization's activities
- Keeps a schedule of future activities
- Office Communications, Record Keeping, Payment and record keeping of bills and payments, tracking and depositing incoming monies
- Keeps a record of diocesan publications (e.g. communication emails, leaflets or newsletters)
- Works with treasurer as appropriate for smooth and transparent recording of financial accounts
- Coordinates insurance for diocese and parishes

SPECIFIC DETAILS

- Diocesan book-keeping and computer software upgrades
- Book-keeping and bill payments for parishes as negotiated with Diocese
- Weekly Diocesan Update email
- Providing Family Ministry materials for children on a monthly basis
- Web page maintenance
- Maintains the Bishop's calendar
- Safe Church courses setup and coördination across the Diocese
- Diocesan Summer camp coördination
- Birthday cards for clergy and spouses
- Coördination of Diocesan Activities and Partners (Bible Reading Marathon, Diocesan Summer Camp, Anglican Foundation, Alongside Hope)
- EFAP (Walmsley) contact
- Maintains the Diocesan Property List
- Property Management interface for parishes as negotiated with Diocese

- Diocesan Synod Planning Committee (doing the work of the local arrangements committee)
- Synod Office Administration
- Insurance liaison (for diocese and parishes)
- Archives liaison
- Registrar liaison
- Yearly updates to the Annual Parochial Reports, sending out materials & gathering them to compile data and perform analysis
- Completing Annual Certificates and coordinating signing with the Bishop and Diocesan Registrar
- Sets schedule for Facebook online prayer services (morning and evening prayer)
- Tracks grant applications to different foundations (On Eagle's Wings, New England Foundation, Anglican Foundation)
- Under guidance of Diocesan Treasurer, does Diocesan Payroll
- Liaison with national pension office - this is connected with payroll and benefits for clergy

REGISTRAR

Diocese of Athabasca

OVERVIEW

- Ensures proper registration of all licenses and legal documents
- Keeper of the Seal of the Diocese, ensuring it is only used in an appropriate fashion.
- Ensures all important diocesan records, licenses, and official documents are properly recorded and protected.
- Member of Synod and Diocesan Executive Council , and other committees / councils as assigned by the Bishop

QUALITIES AND SKILLS

- Well organized and an eye for detail
- Works well with others in a supportive and collaborative environment
- Enjoys structure and studious attention to detail
- Is a Province of Alberta Commissioner for Oaths

TIME COMMITMENT

Varies, but estimated at less than five hours per month overall.

ROLE SYNOPSIS

Chief steward of official diocesan records.

SUMMARY OF RESPONSIBILITIES

1. Signs all registered documents with associated registration number, including all documents with the Diocesan Seal imprinted on them.
2. Records all registered documents in the Diocesan Register.
3. Officially witnesses documents and records authenticity as required.
4. Ensures documents are properly distributed, stored, or archived.
5. Participates in Diocesan Governance through Synod, Diocesan Executive Council, and other committees / councils as requested by the Bishop.

SPECIFIC DETAILS

All Diocesan Records (or official copies) are kept at the Diocesan Synod Office or Provincial Archives of Alberta, including the Diocesan Register.

The Registrar may be called upon to attest to the authenticity of a document or record.

ARCHIVIST

Diocese of Athabasca

OVERVIEW

- Ensures records are properly stored and that people entitled to do so can inspect them (including historical archives)

QUALITIES AND SKILLS

- Well organized and an eye for detail
- Works well with others in a supportive and collaborative environment
- Enjoys structure and studious attention to detail
- Enjoys puzzles, research, and finding the “needle in a haystack.”

TIME COMMITMENT

Varies, but estimated at less than five hours per month overall.

ROLE SYNOPSIS

Ensures diocesan records are properly stored and appropriately accessible.

SUMMARY OF RESPONSIBILITIES

1. With Bishop and others as appropriate, determines appropriate retention time periods and accessibility requirements for all diocesan documentation.
2. Makes sure documents from parishes and the diocese are properly reviewed and categorized for storage purposes.
3. Catalogues documents appropriately.
4. Sets up appropriate processes for document storage at the parish level, diocesan level, or in the Province of Alberta archives.
5. Ensures appropriate inspection and retrieval processes are in place and executing.

SPECIFIC DETAILS

All Diocesan Records (or official copies) are kept at the Diocesan Synod Office or Provincial Archives of Alberta.

The Archivist, with approval from the bishop, sets the retention and availability time periods for all documents in the Province of Alberta Archives.

The Archivist regularly inspects the documents received from the parishes at the Synod Office, determining what:

- a.) Should be sent to the Provincial Archives
- b.) Should be discarded or shredded
- c.) Should be kept at the Synod Office

All documents for the Provincial Archives are appropriately indexed and labelled. Periodically, these are deposited at the Provincial Archives site in Edmonton for permanent safe keeping.

The Archivist is the main contact between the diocese and the Provincial Archives.

DIOCESAN TREASURER

OVERVIEW

The diocesan treasurer acts as the chief financial officer of the diocese, setting up the financial records of the diocese and ensuring that these are properly maintained. The treasurer sets the initial version of the diocese's annual budget based on input from DEC (Diocesan Executive Committee) and Management Committee, adjusting it as necessary, based on approved changes from DEC. The treasurer monitors diocesan income and expenses to the approved diocesan budget, highlighting variances to DEC for resolution. The treasurer ensures that the services provided in banking are as required by the diocese.

The treasurer manages the work of the diocese bookkeeper and the financial work of the diocesan Administrative Assistant, ensuring that the diocese's financial records are properly maintained and controlled including proper segregation of duties with appropriate oversight, and that the diocese's financial procedures are being properly followed.

The diocese treasurer is appointed by the bishop with the endorsement of DEC. It is a voluntary position.

QUALITIES AND SKILLS

- Accounting background, preferably a Chartered Professional Accountant. Basic math, accounting and computer skills, including the ability to prepare financial statements, understand banking, prepare an annual budget, and track actual variances to a budget;
 - ability to constructively work with the Bookkeeper and Administrative Assistant to ensure appropriate transaction-recording and that any issues are promptly addressed;
 - excellent communicator, able to present financial reporting succinctly and understandably for executive, Synod, and parish audiences.
 - highly responsible, ensuring that the diocese tracks expenditures against its approved budget, and that variances are properly reported;
 - able to look for and propose efficiencies in our expenses and do big-picture planning for improving the financial situation of the diocese.
-

TIME COMMITMENT

Varies, but estimated at up to twenty hours per month overall.

ROLE SYNOPSIS

The diocese treasurer reviews the bookkeeping work monthly, reviews monthly and year-end financial statements, presents financial statements to DEC and subordinate bodies as required, works

with the Bishop and these groups to assist in making financial decisions, prepares budgets and forecasts, ensures yearly CRA reporting happens appropriately (diocesan and parish), calculates clergy payroll yearly, and other such matters that may arise.

SUMMARY OF RESPONSIBILITIES

On behalf of the Bishop, ensure financial matters of the diocese are properly planned, implemented, controlled, and reported.

SPECIFIC DETAILS

- Annual preparation of the diocese’s operating budget for approval by DEC;
- Leads budget discussions at DEC and its subordinate bodies and at parish input sessions;
- Monthly tracking of variances for the month between the budget’s planned income and expenses versus actuals; reporting these to DEC and others as appropriate including balance sheet, income statement, and pertinent comments;
- Projections of the diocese’s year-end financial position based on variances to date as appropriate;
- General supervision of the work of the Diocesan Bookkeeper and the financial aspects of the Administrative Assistant, including the verification of proper financial recordkeeping throughout the year;
- Monthly:
 - Bank reconciliations
 - Adjusting entries for
 - Diocesan share of insurance expenses
 - Track amounts diocese has paid on behalf of parishes (various accounts)
 - CRA tracking accounts
 - Ensuring restricted accounts are properly administered and reported
 - Any errors encountered
- The treasurer prepares the T4/T4A slips for all clergy, in coordination with parish treasurers. This ensures that these slips are filed on time. Parishes must provide the diocese with all relevant information, including details related to rectories;
- Annual preparation of the treasurer’s report to DEC, including income and expense totals for the year, along with closing balances;
- Annual assistance to the diocesan auditor / cold eyes review in carrying out the diocese’s financial audit / review / note to reader NOTE: year-end statements are currently internally prepared and published without external review;

- Fulfil all diocesan CRA requirements (T3010 (Registered Charity Return) and supporting schedules);
- Assist parishes with CRA reporting as required, including dealing with CRA payroll responses or difficulties. Most difficulties arise from EI and CPP differences identified by CRA. These differences generally arise from the fact that payroll calculations for the clergy use rectory cost estimates to determine EI and CPP deductions, while T4 slips reflect the actual costs reported by the parishes when the slips are completed.
- Assist with the preparation of budgets, presentations to parishes, answering questions from parishes and from DEC members, consideration of decisions around unanticipated needs of parishes, how to fund particular projects, and other matters as they arise.
- If external parties are used (for example, the Diocese of Calgary) for financial matters, the Diocesan Treasurer ensures processes are efficient with appropriate communication, controls, and reporting.

DEAN OF THE DIOCESE

OVERVIEW

The Dean of the Diocese is the second ecclesiastical officer in the diocese next to the Bishop, and therefore participates significantly in the offices of the Diocese.

The Dean is collaborative, an active listener, thinks strategically, and supports the diocesan WHY of “To experience and share Christ’s love in all circumstances to all people so that the family of Christ, the kingdom of God, is further established.” Close alignment with the bishop is critical to this position, so good communication including giving perceptive feedback is important.

The Dean is a leader supporting clergy and lay development, serving on the Diocesan Executive Council and other diocesan councils and task forces as needed. Assisting the Bishop in supporting the ministry and goals of the Diocese, the Dean is an experienced priest, a collaborative team player, and an integral part of the diocesan ministry.

QUALITIES AND SKILLS

- Knowledge of Anglican polity, liturgy, structure, tradition
- High Pastoral capability
- Great communicator with active listening to understand the perspectives of others
- Team builder, able to support and encourage
- Good at orienting themselves and others around diocesan and parish goals and activities
- Understands Episcopal ministry, supports bishop and can step in for bishop should need arise

TIME COMMITMENT

Varies.

ROLE SYNOPSIS

Collaborator, confidant, advisor to the bishop and to the diocesan clergy. Vice-president of Synod, member of Diocesan Executive Council, and member of Diocesan Sexual Harassment Response Group.

SUMMARY OF RESPONSIBILITIES

Part of Bishop’s Advisory Council, Diocesan Executive Committee, and other diocesan committees / councils as needed. Assists the bishop through counsel and advice, working with the

Regional Deans and individual clergy to enhance the success of their ministries, Warden of Lay Readers, assists the bishop in liturgical, pastoral, and ministry support across the diocese.

REGIONAL DEAN

OVERVIEW

The Regional Dean is a senior pastoral position in the Diocese. They are assigned a specific geographic area of the Diocese, and, within that area, they assist the Bishop in pastoral and temporal duties as necessary. The Regional Dean is a caring and loving role.

QUALITIES AND SKILLS

- Knowledge of Anglican polity, liturgy, structure, tradition
 - High Pastoral capability
 - Great communicator with active listening to understand the perspectives of others
 - Team builder, able to support and encourage
 - Good at orienting themselves and others around diocesan and parish goals and activities.
-

TIME COMMITMENT

Varies.

ROLE SYNOPSIS

The Regional Dean assists the Bishop in the Temporal and Spiritual care of their Deanery.

SUMMARY OF RESPONSIBILITIES

- Support the pastoral needs of the clergy in their Deanery. This involves frequent, ongoing communication with the clergy (at least monthly) for sharing and for prayer.
 - Alert the Bishop of any issues which they become aware of. The Regional Dean should be aware of any issues with the clergy themselves, their families, the social contexts in which the clergy find themselves, or between the clergy and their respective parishes. The Regional Dean should be aware of any issues with the financial, physical, or spiritual health of the parishes within the Deanery.
 - Participate in the Bishop's Advisory Council.
 - Other duties as requested by the Bishop.
-

SPECIFIC DETAILS

- Contribute as full members of the Diocesan Executive Council , this includes submitting for distribution a report on the deanery for the DEC at each meeting;

- are clergy who are nominated by the Deanery Chapter and appointed by the Bishop;
- assist the Bishop in the pastoral care of the clergy and parishes;
- preside at meetings of the deanery clericus, deanery chapter, and at deanery conferences: it is expected the deanery clericus meet at least twice per year, the deanery chapter meet at least yearly, and deanery conferences occur as opportune.
- assist parishes with respect to renovation and new construction plans (as per Regulation 14);
- receive a copy of the annual inspection of church property from each parish (as per Regulation # 5) in the deanery, and alert the parishes as necessary to maintain the physical health of their infrastructure;
- carry out such duties as may be assigned to them by the Bishop.

DIOCESAN EDUCATION OFFICER

OVERVIEW

The Diocesan Education Officer assists the bishop and Diocesan Executive Council (DEC) in providing educational oversight across the diocese.

Education will be provided for

- a.) Lay Reader Development,
- b.) Formation By Age Group, and
- c.) Formation by Ministry Area.

For each of these focus areas there will be:

1. Develop the program
2. Create course content
3. Organize facilitation and teaching
4. Provide ongoing coaching, mentorship and support

Faith Development Focus

Lifelong faith development is encouraged:

- Understanding orthopraxy (right practice) in conjunction with orthodoxy (right belief), prompting students to ask, “How does Jesus call us to live?”
- Critical engagement with scripture and the faith, using an approach that affirms questioning, wrestling with difficult issues, and personal exploration of belief.
- Supporting individuals in developing an informed faith where they are empowered to make their own decisions about belief, understanding the rationale for historic practices and belief (both general Christian and specifically Anglican), and being able to apply that to today's contexts.

Outcome

1. Lay Readers will be better equipped to serve in their ministry roles with confidence, theological depth, and an awareness of contemporary and contextual issues affecting their leadership. The program will ensure that lay readers are adequately prepared to lead worship, provide pastoral care, and contribute meaningfully to the life of their communities.
2. All members of the Diocese of Athabasca will be better equipped to understand their faith, using scripture, tradition, and reason to critically approach society and integrate holistically as disciples of Christ, discern where God may be calling them as they live their life of faith, and affirm each other in exploring different facets of the faith using the gifts God has given them in creating them as aspects of the Image of God.

QUALITIES AND SKILLS

- Work well with the bishop and diocesan leadership
- Good communicators, with active listening to understand the perspectives of others and speaking / writing
- Good organizer
- Prayerful, seen as a mature Christian
- Adept at identifying issues and addressing them up front before they fester or grow
- Able to design the approach and implementation to best utilize their skillset and availability.
- Able to determine the most effective implementation approach, identifying successes and areas for improvement, keeping with a “many small steps done gradually” methodology.
- Able to leverage the skillsets and competencies of people throughout the diocese and beyond.
- Can project plan to identify where the most improvement can be made for the least effort and generate a series of small successes which build.
- Will keep in mind that the vision outlined above will take many years to come to fruition. Keep putting pieces in place on a frequent basis which will build, over the years, into the full vision.
- Will make sure the bishop is on board with developments and overall direction as it proceeds.
- Will make sure the Diocesan Executive Council are advised and empowered to assist in practical matters such as funding, material resources, contacts within the diocese, etc.
- Able to identify what is working and what is not working and be open to changing and adjusting as needed to be most effectively used across the diocese.
- Be willing to discard items which have stopped working in favour of new approaches as needed, but don’t pursue novelty for its own sake – if something is working, let it be.
- Take advantage of resources (outside or inside the diocese) which are available, as they are applicable to the given need.

TIME COMMITMENT

Varies.

ROLE SYNOPSIS

To design and implement a comprehensive approach for Christian Formation within the Diocese of Athabasca, enhancing skills in leadership, theology, liturgical practice, and practical methods of living out our faith in Christ for all members of our diocese, encouraging people to grow in their faith from their first contact with the church, to their eventual passing on in glory to our Lord.

SUMMARY OF RESPONSIBILITIES

Focus Areas

Lay Reader Development and Support

Lay readers play a vital role in the Diocese of Athabasca, particularly with the absence of clergy in many parishes. As such, they require ongoing training, mentorship, and encouragement to fulfill their ministry effectively. This program will provide lay readers with the necessary tools, knowledge, and guidance to grow their leadership capacity in areas including but not limited to theology, liturgy, biblical studies, pastoral care, and contextual church leadership.

Christian Formation by age group

Formation materials will be created for parishes to use for ages:

4-6, 7-10, 11-13, 14-18, 19-25, 26-50, 50-65, 65+

Christian Formation by ministry area

Formation materials will be available for worship ministries (reading, altar guild, serving, etc.), outreach ministries, discipleship, apostleship, ministry and gifts discernment, pastoral ministries, spiritual direction, and into the ordination streams.

Key Responsibilities

1. Program Development:

- Design a structured curriculum to address the specific needs of the intended audience.
- Consult with audience members and course providers to ensure the program is relevant and responsive to their concerns.

2. Course Content:

Each program will cover a wide range of topics relevant to the audience, including but not limited to:

- **Christian Formation**
 - Theology
 - The Anglican Tradition
 - Biblical Studies (Hebrew Bible, New Testament, Apocrypha, Other Texts)
 - Indigenous Issues
 - Interreligious Matters (Judaism, Islam, Eastern Religions)
 - Social Justice, Mission, and Missional Thinking
 - Contemporary Issues for Millennials and Gen Z
- **Lay Readers** will include Christian Formation topics plus
 - Preaching
 - Liturgical Leadership (Intercessions, Morning and Evening Prayer, Leading Worship)
 - Pastoral Care
 - Spiritual Direction, Death, and Grieving

- Introduction to Other Christian Denominations

3. Facilitation and Teaching:

- Christian Formation materials will be provided to the parish to be taught by local parish resources.
- For Lay Readers, the Diocesan Education Officer may serve as the primary lecturer, guiding lay readers through key theological and leadership topics.
- Guest lecturers will be invited to teach on specialized subjects to ensure well-rounded education for participants.
- Where possible and applicable, material from other sources (WECAN, Huron College, Calgary School of Discipleship, <http://ministry.northernlightsprov.ca/>, etc.) will be leveraged.

4. Ongoing Mentorship and Support:

- Establish a mentorship framework where lay readers receive ongoing guidance and support as they continue to grow in their ministries.
- Establish a mentorship framework where Christian Formation teachers (catechists) receive ongoing guidance and support.

PARISH GOVERNANCE AND ROLES

THE PARISH

OVERVIEW

A parish is the local representation of the diocese. As such, the parish consists of (minimally) the bishop (ex-officio), the incumbent or person appointed by the bishop as their local representative-in-charge, and the two wardens (rector's and people's). The representative-in-charge and the two wardens look after the welfare of the parish on behalf of the diocese (they are diocesan officers) and form the parish executive (where two or three are gathered, I am there, says the Lord!). Parishes are legal entities subsidiary to the Diocese – they are created (and disbanded) by the recognition of the bishop and with the approval of the Diocesan Executive Council. The diocese is all the parishes within its geographic boundary, under the Diocesan Bishop. To say it another way, the parish does not exist on its own but is the local representative (or “branch office”) of the diocese. A parish in turn consists of one or more congregations.

A parish shall have a vestry made up of the representative-in-charge, the wardens, and elected members (if there are enough members to have an election, otherwise they are acclaimed). The vestry assists the parish executive in running the parish and is the wider parish executive body. Typically, the parish executive will have, to assist them, a vestry (an elected body to assist with discernment and decision-making), a parish treasurer, Lay Readers, and various support ministries such as Altar Guild, Maintenance, Outreach, and others as needed. If a parish is made up of more than one congregation, each congregation may have a vestry under a broader parish council which looks after matters of common interest.

Each parish is to have their own WHY statement defined. A WHY statement is different from a Vision or Mission statement, in that it is not created or engineered, but rather it is discovered through a process in which parish members share why they came to, and are part of, that parish. In sharing these stories, common elements are uncovered, which then are brought together into a communal “why” which addresses most, if not all, of the individual accounts which were raised. This “why” answers the question of, “Why does God have this parish here?” Once discovered, parishes are encouraged to explicitly live into their respective WHY, with the theory that this will continue to build up the membership as well as attract new people in like manner.

The WHY statement for the Diocese is: “To experience and share Christ’s love in all circumstances and to all people so that the family of Christ, the kingdom of God, is further established.”

PURPOSE

The parish is to be the diocese in the local context

- Worshiping God fully as a community, joining with Father and the Son through the Holy Spirit

- Doing Good Works in the name of Christ within the parish, the neighbourhood, and beyond
- Teaching members the Apostolic Way of Christ and daily discipleship with Christ
- Supporting and encouraging each other in living apostolic discipleship of Christ.
- Providing sacramental ministry where the Holy Spirit is encountered, such as Baptism and Holy Communion
- Supporting members through rites of Confirmation, Marriage, Burial, Ordination, Morning and Evening Prayer, etc.
- Sharing the love of Christ with all they meet.
- To discover and live out why God our Father has incarnated the Diocese of Athabasca in the specific context of this parish.

Representing the Body of Christ in their locale, the parish pursues worshiping God with joy, sanctification of the world, enablement of shalom, and the fruits of the spirit. They pursue their parish WHY.

Parish ministries revolve around:

- Sanctification of the world:
 - to recognize our loving and heavenly Father desires to walk with all those He has created as His Image and understand that the world is God's project to transform all people from pursuing (purposefully or not) death and deception, into love, worship, and walking with God in truth.
 - To represent Christ as fully as possible in the context they find themselves, being filled with the Spirit to proclaim Christ as Lord with amazing love (agape) and immense power (dynamis) through a variety of words and means.
 - This can mean walking alongside in care, praying through grief or in celebration, speaking words of Christ in love, or standing in for the downtrodden, marginalized, and unloved, all with the understanding that the person they are dealing with is loved immensely by God, and God desires a full, transparent, open and loving relationship with them, through which eventually all who are called by Christ will become Holy in His name.
 - It could mean contributing to the deep and meaningful worship of the Body of Christ, facilitating the community to draw closer to His presence through the power of the Holy Spirit.
 - It could mean focusing on conversation with Jesus, regarding the church, the world, and those in either.

- To be active in the body of Christ, under His guidance, believing and living that Jesus is Lord of All.
- To make known the call to repentance and put on full display the redemptive love of Christ, always under the leadership of Christ and Christ alone.
- Enablement of shalom: Wherever and whenever possible, encourage peace, harmony, wholeness, completeness, prosperity, wellness, generosity and tranquility, and a loving relationship with our Father built on trust, faith, acceptance, and obedience. Discourage warfare, discord, brokenness, illness and disease, poverty, selfishness, hatred and animosity and the absence of a life-giving relationship with God our heavenly Father.
- Fruits of the Spirit: Through the Holy Spirit to consistently display characteristics of our Heavenly Father and our Lord Jesus Christ, becoming more Christ-like in word and action. Among this fruit are love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control.
- Use their parish WHY as a framework to pursue the above ministry areas.

PARISH GOVERNANCE

OVERVIEW

The Parish is defined by the presence of the Incumbent and two Wardens (Act of Incorporation, Article 10), however the parish consists of all the people who are baptized, identify with the Anglican Church, and demonstrate genuine interest in the parish. Everyone on the parish roll fourteen (14) years of age and over shall be considered a registered parish member (Canon 7).

The Incumbent is the Bishop's Representative in the Parish. Assisting the incumbent are the Rector's Warden and the People's Warden, and they are responsible for all aspects of Parish Health. Assisting them are the Parish Treasurer, and the Parish Vestry. In the absence of an Incumbent, the Rector's Warden is replaced by the Bishop's Warden.

The Parish may create Parish by-laws, but these are always subsidiary and subject to the Diocesan Handbook. In multi-congregation parish, a Vestry may give some of its powers to a joint Parish Council if the Parish by-laws so indicate (as per Canon V). The parish Vestry (Canon VI) is responsible for the administration of the parish on behalf of the congregation and for providing the necessities for the worship and work of the parish.

PURPOSE

- Provide for ministry across the parish geographic area, in its many contexts. Provide regular (at least weekly) communal worship, pursue God's mission, and be a tangible expression of loving God with all we are, and loving our neighbour as we love ourselves. All parishes are to discover and intentionally pursue their parish WHY.

SUMMARY OF RESPONSIBILITIES

1. The Incumbent represents the Bishop and is responsible to the Bishop for the welfare of the parish.
2. The Wardens support the incumbent and parish members in pursuing the Parish Purpose. The Incumbent and Wardens together form the senior executive of the Parish and are all Diocesan Officers.
3. The Treasurer reports to the Wardens and Vestry so they are aware of financial status and can make appropriate decisions. The Treasurer is also a Diocesan Officer.

4. The local Diocesan Officers along with Lay Readers are members of the Deanery Chapter. The membership of the deanery chapter shall include the regional dean as chair, all licensed clergy in the deanery, any lay ministers in charge of parishes in the deanery, all wardens and treasurers, and additional lay members appointed by each parish within the deanery in numbers equal to the number of synod delegates to which each parish is entitled (Canon 3).
5. The Vestry supports the Wardens and Bishop in day-to-day and overall administration of the parish, ensuring appropriate supports and direction is in place.

TERMS OF REFERENCE

- The parish is the local instance of the Diocese – all activities are on behalf of, and as part of, the Family of Christ across the diocese.
- All fund-related activities are under the oversight of the Parish Executive, especially the two wardens. For further details, see Canon XI.
- Parish members bless ministry as God has blessed them. For further details, see Regulation 4 and Deuteronomy 16:17, 1st Corinthians 16:2, 2nd Corinthians 9:7, and Mark 12:41-44.
- If the parish is stewarding buildings on behalf of the diocese (typically a Worship Centre and a Rectory), they shall do so according to Canon XII and Regulations 5, 7, and 14. Note that a parish does not need to have buildings of any type to be a recognized parish.
- Fair Share giving for Diocesan Ministry shall be according to Regulation 13, unless otherwise agreed to by the Diocesan Executive Council (DEC).
- Parish Financial Assistance from the Diocese shall be as per Regulation 18.
- If a parish has, with the bishop's approval, assistance from outside the parish in facilitating worship or other parish activities, an honorarium shall be given in thanks to the person facilitating, as per Regulation 17.
- Travel on behalf of the parish shall be reimbursed as per Regulation 9.
- Parish finances are to be used in pursuing why the parish exists (see "Parish Defined"). Use of finances is a tangible and direct ministry – funds are not to be spent for other purposes. Parish funds are to enable parish ministry – not to protect the parish bank balance.
- Parish finances are never a secret. Individual donations are private, but the amounts brought in, spent, or kept in accounts are always public information.

SPECIFIC DETAILS

- While Parishes may create their own by-laws (subject to approval by the Diocesan Executive Council , as per Canon 16), the following guidelines are suggested for healthy parish governance:

A healthy church is not defined by numbers or a full building, but by the quality of our life together: how we interact with each other, the atmosphere we create, and how we use what God has entrusted to us.

1. Healthy Leadership

- Clear understanding of roles (job descriptions, boundaries, clear expectations).
- No overstepping of roles but allowing and encouraging others to fulfill their roles.
- Incumbent responsible for overall spiritual leadership, education, sermons, and direction of the parish.
- Wardens support Incumbent by ensuring parish is sustainably cared for and fulfilling its mandate.
- Vestry support Incumbent and Wardens in administering the parish in a sustainable way.
- Lay leaders empowered and trusted to use their gifts.
- Regular evaluation and support for leaders to prevent burnout.
- Leadership that is transparent, accountable, and servant-hearted, modeling humility and collaboration.
- Courage to address unhealthy dynamics for the sake of the whole body.

2. Healthy Interpersonal Relations

- Desire to work as a team, supporting each other.
- Intentional mentoring to ensure new people can step into leadership roles.
- Sacrificing ego for the sake of the group and the Gospel.
- Ministry seen as a privilege, not a right.
- Roles are shared and rotated over time to prevent gatekeeping or fossilization.
- A culture of hospitality, kindness, and forgiveness.
- Explore conflicts directly and with grace.
- Refrain from gossip, triangulation, or passive aggression.
- Celebration of diversity of gifts and personalities.
- A refusal to tolerate toxic dynamics. Gossip, manipulation, bullying, or power-hoarding are addressed directly, with both grace and firmness. Appropriate boundaries are set to ensure safe communication and relationships.

3. Healthy Worship & Spiritual Life

- Worship that is meaningful, inclusive, and points to God rather than individual preferences, following patterns and liturgies as promoted throughout the Diocese.
- Prayer, Scripture, and sacraments as the heart of all we do.
- Opportunities for spiritual growth across all ages (children, youth, adults).
- Openness to the Holy Spirit's leading — willing to try new things while honoring tradition.

4. Healthy Mission & Outreach

- A clear sense of purpose beyond ourselves.
- Active service to the local community, not just maintaining the church for insiders.
- A culture of invitation — members feel confident inviting friends and neighbors.
- Partnerships with other churches and community organizations for greater impact.
- A balance of caring for the congregation and reaching beyond it.

5. Healthy Use of Resources

- Good stewardship: all donations of time, talent, and treasure are treated with respect and gratitude.
- No wastage of resources.
- Budgets and finances are handled transparently and responsibly.
- Facilities used to serve ministry, not just preserved for their own sake.
- A culture of generosity, trusting God's abundance rather than living in fear of scarcity.

6. Healthy Atmosphere

- Joy, hope, and encouragement are visible in our life together.
- People feel safe to ask questions, share doubts, and be vulnerable.
- Visitors and newcomers feel truly welcomed, not just greeted.
- Decisions are made prayerfully, not just pragmatically.
- Change is faced with openness rather than fear, trusting God's leading.

7. A Forward Path with Integrity

- Honest self-reflection: naming strengths and areas for growth.
- Clear communication and transparency at every level.
- Training, mentoring, and support for leaders and volunteers.
- Intentional practices of prayer, Bible study, and spiritual formation.
- Courage to let go of practices that no longer serve God's mission.
- Commitment to reconciliation when relationships are strained.
- Continual orientation toward God's mission, not just institutional survival.

8. Healthy Governance

- Accessible and transparent leadership
- Involvement of all members of the parish as they desire
- Life-giving and encouraging interactions with an eye to moving forwards into the future

- Congregational meetings in which all members are invited and welcomed. **The following form shall be used to give notice of congregational meetings** (including the annual meeting):

NOTICE IS HEREBY GIVEN that a meeting of the Parishioners of the Anglican Parish of, Alberta, will be held on the day of, 20.... ato'clock (am/pm) in [place] for the purpose of at which time and place all members whose names appear on the parish roll, being of the full age of fourteen (14) years are entitled to attend and to vote. Dated this day of..... 20..... A.D. (Name of convenor)

PARISH TREASURER

OVERVIEW

The parish treasurer acts as the chief financial officer of the parish, setting up the financial records of the parish and ensuring that these are properly maintained. The treasurer sets the initial version of the parish's annual budget, adjusting it as necessary, based on approved changes from vestry. The treasurer monitors parish income and expenses to the approved parish budget, highlighting variances to the wardens for resolution. The treasurer is the parish's representative to the parish's bank, ensuring that the services provided are as required by the parish.

The treasurer manages the work of the parish bookkeeper on a day-to-day basis, ensuring that the parish's financial records are properly maintained, and that the parish's financial procedures are being properly followed.

The treasurer verifies the records of the envelope secretary, ensuring that the donors ledger is properly maintained, and that the year-end tax receipts are issued properly.

The parish treasurer is appointed by the wardens or vestry or voted from a roster of candidates at vestry. It is a voluntary position.

QUALITIES AND SKILLS

- Basic math, accounting and computer skills, including the ability to prepare financial statements, understand banking, prepare an annual budget, and track actual variances to a budget;
- while the bookkeeper is responsible for all transaction-recording in the parish ledger, the treasurer ensures that the work is carried out properly;
- while the envelope secretary is responsible for all entries in the donor's ledger and to produce annual tax receipts, the treasurer ensures that the work is carried out properly;
- highly responsible, ensuring that the parish tracks expenditures against its approved budget, and that variances are properly reported.

TIME COMMITMENT

Varies, but estimated at up to five hours per month overall.

ROLE SYNOPSIS

The parish treasurer reports to the church wardens and acts as the focal point in the parish for the tracking and reporting of all financial matters.

SUMMARY OF RESPONSIBILITIES

1. Provide the Wardens what they need for financial awareness and stewardship of the parish.
2. Ensure financial controls and reporting are properly in place within the parish.
3. Provide information to the Diocese as requested.

SPECIFIC DETAILS

- Annual preparation of the parish's operating budget for approval by the wardens and vestry;
- Monthly tracking of variances for the month between the budget's planned income and expenses versus actuals; reporting these to the wardens and vestry; monthly Financial Update Report to the diocese;
- Monthly projection of the parish's year-end financial position based on variances to date;
- General supervision of the work of the parish bookkeeper, including the verification of proper financial recordkeeping throughout the year;
- Monthly verification of the bank and diocesan accounts reconciliation carried out by the parish bookkeeper;
- General supervision of the work of the envelope secretary, including monthly verification of the donors ledger and verification of donor tax receipts at year-end;
- Annual preparation of the treasurer's report to Vestry and the Annual General Meeting, including income and expense totals for the year, along with closing balances;
- Annual reporting to the Canada Revenue Agency for GST rebates;
- Annual assistance to the parish auditor in carrying out the parish's financial audit;
- Assist Wardens and Clergy with T3010's and other reporting as required.

APPENDIX 1 – SUGGESTED PROCESS AND DOCUMENTATION FOR THE RECEIPT OF MONEY

Purpose:

The purpose of this document is to provide guidelines for all persons who receive monies on behalf of their parish.

General Guidelines:

- 1) Wherever practicable, there should be a segregation of duties. That is, a separation between the activities related to handling money and those related to the tracking and receipting of donations. The role of Parish Treasurer and Envelope Secretary shall be separate individuals.
- 2) Donations recorded in the donor records should be compared with the donations recorded in the financial statements on a quarterly basis.
- 3) Donor records should be compared and reconciled with the tax receipts prior to issuance.
- 4) Money should never be left at the church unless there is no other reasonable alternative. Should monies be left in the church, it should be left in a secure location.
- 5) An independent annual review of donations reconciled with the financial statements should be conducted prior to the issuing of tax receipts. This independent annual review should be conducted by an individual or company not directly associated with the congregation.
- 6) The independent annual review of the Parish financial records should be conducted prior to the Parish Annual General Meeting.
- 7) Each service shall have its own count sheet, regardless of if there are any monies received.

Process/Procedure:

1.) Standard Counting Sheets

As soon as possible, after each service, two members of the congregation (counters) should take the contents of the collection plate and, privately, record the donations received at that service on the provided count sheet.

Envelopes shall be opened, the contents verified, the amount of the donation recorded on the front of the envelope, and the amount of the donation recorded on the count sheet.

Should the amount of the donation not be recorded on the front of the envelope by the donor, then one of the counters should write the amount in the appropriate location and initial.

Any cheque received that is not in an envelope shall have the name and address that is on the check recorded under "Identifiable Donors" along with the amount of the cheque.

Any cash received that is not identifiable as to donor shall be recorded as "Open Offering".

Any designated offering (i.e. Alongside Hope, Anglican Foundation, Memorial Fund, Building Fund) shall be recorded in a separate column on the count sheet, and documented on the envelope.

Should an envelope be received with a date other than the date of the service, the date on the envelope shall be crossed off and the date of receipt written in and initialed by one of the counters.

The total amount from Envelopes and Identifiable Donors is to be entered on the Reconciliation under “Envelopes”. The total of unidentifiable (i.e., open cash) shall be entered on the Reconciliation under “Open”. Other designated offerings shall be recorded accordingly on the Reconciliation.

The Summary shall be completed and totaled. The total of the Reconciliation and Summary should agree.

The Count Sheet is to be initialed by both counters.

The Envelope Secretary shall be given the original of the Count Sheet along with the Envelopes.

The Parish Treasurer shall be given a copy of the count sheet along with the monies to be deposited.

Should a donation be received by direct deposit/PAR/e-transfer or other such means, the Parish Treasurer must provide documentation to the Envelope Secretary – it should include the name of the person who made the contribution, the date the contribution was made, and any information provided by the donor as to the intended donation category i.e. “general/local”, Alongside Hope, envelope costs, etc. If there is no indication on the documentation received by the Parish Treasurer, the Envelope Secretary should contact the donor to confirm the category. The Envelope Secretary will record the contribution in the donor tracking spreadsheet.

2.) Special Event Count Sheets

Each Special Event (i.e., Fall Supper, Pancake Supper) where the proceeds go directly to the Parish, should have its own Count Sheet showing the event description and date.

Two Counters should complete the count sheet, sign it, and provide the Count Sheet to the Parish Treasurer.

Should any event be held (i.e., Easter and Christmas Teas) where the money will go to a Parish group such as ACW, that group shall be responsible for its own Counters, records, and bank deposits.

3.) Verification and Deposits:

The Envelope Secretary will be responsible to transfer the amounts from the service Count Sheet to the donor tracking spreadsheet.

The Parish Treasurer shall prepare the deposit in the deposit book and compare the monies received with the copy of the Count Sheet to verify accuracy. Money shall be deposited by the Parish Treasurer or designate as soon as possible following the service.

4.) Donations in Kind:

Donations in Kind must be for something the church would have purchased.

Performance of a service cannot be counted as a “donation in kind”.

Donations in Kind must be preapproved by Vestry and may be declined.

Donations in Kind must be shown on a tax receipt separate from monetary donations.

It is preferable and recommended that purchases on behalf of the church (once approved by Vestry) be accompanied by a receipt showing fair value. The Parish Treasurer should issue a cheque to the purchaser for the value indicated on the receipt. Should the purchaser wish, they are then able to donate that value back to the church at their discretion, at which time that donation will be recorded by the Envelope Secretary as a monetary donation.

Should a person who performs a service (i.e., painting) wish to donate the value of that service, that person should submit an invoice to Vestry. The Parish Treasurer will then issue that person a cheque for the value of that service according to the invoice. It will then be up to that individual’s choice whether to donate that money back to the church. At which time, that donation will be recorded by the Envelope Secretary as a monetary donation.

5.) Rents and Other Income

Rental income from Rectory rent shall be collected by one of the two Wardens or other person as determined by Vestry.

Rental income from all other sources shall be collected by the Vestry’s rental agent.

All rental income shall be submitted to the Parish Treasurer as soon as is practicable following the receipt of the rental income.

All rental income shall be verified by the Parish Treasurer and deposited separately from donation income. Receipts for rental income may be issued by the Vestry’s rental agent or the Parish Treasurer.

Income from all other sources shall be received by the Parish Treasurer, recorded and deposited according to standard practices.

Rents shall follow Regulation # 5 unless an exception is granted by the Diocesan Executive Committee.

6.) Preparation of Tax Receipts

- 1) Prior to the preparation of tax receipts, a review of donations shall be conducted by an independent party not directly associated with the congregation. This review shall be conducted with the cooperation of both the Parish Treasurer and the Envelope Secretary. This review should take place during the month of January in order that a summary may be presented to the congregational Annual General Meeting which is held in February.
- 2) Should any errors be discovered, those errors are to be corrected prior to receipts being issued.
- 3) Tax receipts shall be prepared by the Envelope Secretary. The Envelope Secretary and the Parish Treasurer should review the receipts to ensure the receipts agree with the donor records. Receipts should be signed by the Envelope Secretary.
- 4) Tax receipts may be either hand delivered or mailed to each donor prior to the Annual General Meeting.
- 5) If a parishioner/donor thinks there is an error in the receipt, that person should discuss it with the Envelope Secretary. Records are to be reviewed to determine the correct numbers. Should an error be found, the Envelope Secretary should mark the original receipt as “void – replaced by receipt #___”, verify the corrected numbers with the Parish Treasurer, and issue a corrected receipt marked “amendment to receipt #___”.

PARISH FINANCES

OVERVIEW

Parish finances are to be used as part of loving God with all we are and loving our neighbour as ourselves. To that point, they are to be gathered wisely, stewarded carefully, and given freely in love, building up the people of God and doing good works in the name of Christ.

PURPOSE

- Sustain ministry within the parish
 - Sustain ministry within the diocese
 - Support God’s mission in the wider world
 - A tangible expression of loving God with all we are and loving our neighbour as we love ourselves.
-

SUMMARY OF RESPONSIBILITIES

1. Collect funds from parish members and other sources as appropriate.
 2. Pay local commitments as appropriate.
 3. Provide diocesan Fair Share Budget Allocation to support ministry across the diocese and beyond.
 4. Invest in opportunities to fulfill the purpose of the parish (see “Parish Defined”).
 5. Properly track all fund transactions with transparency and accountability.
-

TERMS OF REFERENCE

- Note: this document does not have parish payroll within its scope.
-

SPECIFIC DETAILS

- Collect funds from parish members:
 - As they grow in discipleship, parish members will realize the blessing of giving towards worshiping God and sharing God’s love.
 - There are to be two individuals (not from the same household) involved whenever money is counted or spent. Typically counting is done immediately after every worship service and the counters initial the document used.

- Track member donations for tax relief purposes. An envelope system is a simple way of doing this. At the end of the year a charitable tax donation receipt is issued to each member who donated.
- Track donations for use of church property, but charitable receipts cannot be given as they have received the use of church property in lieu of their donation.
- Collect funds from outside of parish:
 - Track donations for use of church property, but charitable receipts cannot be given as they have received the use of church property in lieu of their donation.
 - Track income from other sources
- There are two tracking mechanisms:
 - The envelope system for charitable receipt purposes. At the Annual General Meeting and whenever requested by the Parish Executive or bishop, the Envelope Secretary reports on the charitable donations received.
 - Transaction tracking and reporting. This spreadsheet is the source for the monthly vestry report, the monthly diocesan report, and the annual report. Equivalent accounting systems (automatic or manual) are allowed.
- Reporting:
 - Annually and on-request from the Parish Executive or bishop, the charitable donations are reported.
 - A monthly income statement and balance sheet for vestry, a monthly diocesan report, and a yearly income statement and balance sheet.
 - A yearly Notice to Reader, Review, Audit, or examination by a competent person of Parish Funds is to be included in the Annual General Meeting report by the Parish Treasurer as per Canon XV.
 - Yearly Charitable Donation receipts.
 - A yearly report to the Diocese (APR: Annual Parochial Report).
 - A yearly report to the Canadian Revenue Agency (in June).
 - Yearly T4 information as applicable.
 - Either parish registered charity numbers are registered under the diocesan Business Number (all have the same first 9 digits with their own “program account” under the RR in the registration number); or the parish explicitly grants permission to the Bishop with level 3 access to their Business Number. This allows the Diocesan Synod Office to support the parish as needed.
- Spending:

- There are two signatures (not from the same household) on any cheques issued. Signatories are indicated in the minutes of the Annual General Meeting and typically include the two wardens and the treasurer.

DETAILED FINANCIAL PROCESSES

There are three processes available:

1. The Diocese takes care of all financial transactions.
2. The Parish and diocese share financial transaction responsibilities.
3. The Parish takes care of all financial transactions.

1. The Diocese and Parish Wardens Oversee all financial transactions

Worship Day or Ad-hoc	Weekly	Monthly	Annually
The parish collects the funds, sends information to diocese	The diocese records the funds, pays bills	The diocese reports to the Parish Executive, who report to Vestry	The diocese reports to CRA, creates Donation Receipts, sends AGM reports to Parish Executive, who report to Parish

This option frees up parish membership to focus exclusively on ministry other than financial and still use their financial resources appropriately.

- a. An account for the parish is opened in the Peace River branch of their bank for access by the Synod Office, with Diocesan Signing Officers given access as signatories. Note: this precludes using the Bank of Montreal, which does not have a branch in Peace River.
- b. All parish bills are addressed to the Synod Office. These are put on auto-payment or cheques are issued on behalf of the parish.
- c. As they grow in discipleship, parish members will realize the blessing of giving towards worshipping God and sharing God's love. These donations are collected at the worship service unless alternative arrangements are made (automatic deposit for example).
- d. There are to be two individuals (not from the same household) involved whenever money is counted or spent. Typically counting is done immediately after every worship service and the counters initial the document used.
- e. The parish representative deposits all monies received after a service.

- f. The parish representative sends a photo (or electronic copy) of the Charitable Contribution Form and Deposit Slip for the day to the Diocesan Synod Office.
- g. Non-standard bills need to be communicated to the Synod Office by the parish wardens, treasurer, or designate, so the Diocesan Administrative Assistant can document their purpose.
- h. If there are not sufficient funds in the account, the Diocesan Administrative Assistant sends this information to the Parish Wardens for resolution.
- i. The Diocesan Administrative Assistant updates the parish Envelope Secretary Record spreadsheet appropriately.
- j. The Diocesan Administrative Assistant updates the Parish Financial Record spreadsheet appropriately,
- k. The Diocesan Administrative Assistant sends the monthly update and summary reports from the Parish Financial Record to the Parish Executive as pdf's for their Vestry meetings and Annual General Meeting.
- l. The Diocesan Administrative Assistant updates the Monthly Diocesan Update spreadsheet for the Diocesan Executive Council and forwards a copy to the Parish Executive.
- m. Annually, the Synod Office sends out the Charitable Donation Receipts to the parishes' identifiable givers.
- n. Annually, the Synod Office sends the Parish Summary from the Envelope Secretary Record.
- o. Annually, the Parish Treasurer and Envelope Secretary report to the Parish Annual General Meeting. A yearly Notice to Reader, Review, Audit, or examination by a competent person of Parish Funds is to be included in the Annual General Meeting report by the Parish Treasurer as per Canon XV.
- p. Annually, the Parish Executive fill out the Annual Parochial Report excepting the financial portion, which is filled out by the Diocesan Administrative Assistant. A copy of the completed report is sent to the parish for their records.
- q. Annually, the parish submit the simplified Charity Information Return to the Diocesan Synod Office. The Diocesan Administrative Assistant updates the official Canadian Revenue Agency website using the received information.

2. The Diocese assists with ...

Worship Day or Ad-hoc	Weekly	Monthly	Annually
The parish collects the funds, sends information to diocese	The parish records the funds, pays bills	The parish reports to the Parish Executive, who report to Vestry	The diocese reports to CRA and creates Donation Receipts. The parish creates AGM reports for the Parish

- a. An account for the parish is opened up at a bank of the Warden's choosing. There is no shared bank account between the diocese and the parish.
- b. All parish bills are addressed to the Parish Office. These are put on auto-payment or cheques are issued on behalf of the parish. There are two signatures (not from the same household) on any cheques issued. Signatories are indicated in the minutes of the Annual General Meeting, and typically include the two wardens and the treasurer.
- c. As they grow in discipleship, parish members will realize the blessing of giving towards worshiping God and sharing God's love. These donations are collected at the worship service unless alternative arrangements are made (automatic deposit for example).
- d. There are to be two individuals (not from the same household) involved whenever money is counted or spent. Typically counting is done immediately after every worship service and the counters initial the document used.
- e. The parish representative deposits all monies received after a service.
- f. The parish representative stores the Charitable Contribution Form and Deposit Slip for the day in a safe place.
- g. Non-standard bills need to be communicated to the Parish Wardens or designate so their purpose can be documented by the Parish Treasurer.
- h. If there are not sufficient funds in the account, the Parish Treasurer sends this information to the Parish Wardens for resolution.
- i. The Envelope Secretary updates the parish Envelope Secretary Record spreadsheet appropriately.
- j. The Parish Treasurer updates the Parish Financial Record spreadsheet appropriately.
- k. The Parish Treasurer sends the Diocesan Monthly Update to the Synod Office.

- l. The Parish Treasurer sends the monthly update and summary reports from the Parish Financial Record to the Parish Executive.
- m. The Diocesan Administrative Assistant updates the Monthly Diocesan Update spreadsheet for the Diocesan Executive Council .
- n. Annually, the Parish Envelope Secretary sends a file with the names and amounts of the Identifiable Givers who should receive Charitable Donation Receipts, to the Synod Office. The Synod Office sends out the Charitable Donation Receipts to the parishes' identifiable givers.
- o. Annually, the Parish Treasurer and Envelope Secretary report to the Parish Annual General Meeting. A yearly Notice to Reader, Review, Audit, or examination by a competent person of Parish Funds is to be included in the Annual General Meeting report by the Parish Treasurer as per Canon XV.
- p. Annually, the Parish Executive fill out the Annual Parochial Report.
- q. Annually, the parish submit the simplified Charity Information Return to the Diocesan Synod Office. The Diocesan Administrative Assistant updates the official Canadian Revenue Agency website using the received information.

3. The Parish takes care of all financial transaction responsibilities.

Worship Day or Ad-hoc	Weekly	Monthly	Annually
The parish collects the funds, sends information to diocese	The parish records the funds, pays bills	The parish reports to the Parish Executive, who report to Vestry	The parish reports to CRA, creates Donation Receipts, and creates AGM reports for the Parish.

- a. An account for the parish is opened up at a bank of the Warden's choosing. There is no shared bank account between the diocese and the parish.
- b. All parish bills are addressed to the Parish Office. These are put on auto-payment or cheques are issued on behalf of the parish. There are two signatures (not from the same household) on any cheques issued. Signatories are indicated in the minutes of the Annual General Meeting, and typically include the two wardens and the treasurer.
- c. As they grow in discipleship, parish members will realize the blessing of giving towards worshipping God and sharing God's love. These donations are collected at

the worship service unless alternative arrangements are made (automatic deposit for example).

- d. There are to be two individuals (not from the same household) involved whenever money is counted or spent. Typically counting is done immediately after every worship service and the counters initial the document used.
- e. The parish representative deposits all monies received after a service.
- f. The parish representative stores the Charitable Contribution Form and Deposit Slip for the day in a safe place.
- g. Non-standard bills need to be communicated to the Parish Wardens or designate so their purpose can be documented by the Parish Treasurer.
- h. If there are not sufficient funds in the account, the Parish Treasurer sends this information to the Parish Wardens for resolution.
- i. The Envelope Secretary updates the parish Envelope Secretary Record spreadsheet appropriately.
- j. The Parish Treasurer updates the Parish Financial Record spreadsheet appropriately.
- k. The Parish Treasurer sends the Diocesan Monthly Update to the Synod Office.
- l. The Parish Treasurer sends the monthly update and summary reports from the Parish Financial Record to the Parish Executive.
- m. The Diocesan Administrative Assistant updates the Monthly Diocesan Update spreadsheet for the Diocesan Executive Council .
- n. Annually, the Parish Envelope Secretary sends out the Charitable Donation Receipts to the parishes' identifiable givers.
- o. Annually, the Parish Treasurer and Envelope Secretary report to the Parish Annual General Meeting. A yearly Notice to Reader, Review, Audit, or examination by a competent person of Parish Funds is to be included in the Annual General Meeting report by the Parish Treasurer as per Canon XV.
- p. Annually, the Parish Executive fill out the Annual Parochial Report.
- q. Annually, the parish updates their charitable return status on the official Canadian Revenue Agency.

APPENDICES

Resources

- Diocese of Athabasca Act of Incorporation

- Diocese of Athabasca Constitution
- Diocese of Athabasca Canons
- Diocese of Athabasca Regulations
- Diocese of Athabasca Bishop's Guidelines
- Diocese of Athabasca Bishop's Handbook
- YYYY Parish Financial Record
- Envelope Secretary Record

Letter of Engagement

The Anglican Church of Canada

Diocese of Athabasca

The Synod Office



BISHOP:
The Right Reverend David Greenwood

ADMINISTRATIVE ASSISTANT:
Benita Greenwood

DIOCESAN SECRETARY:
Gail Shewchuk

DIOCESAN CHANCELLOR:
Bill Paul

9720 – 100 Avenue
Peace River, AB T8S 1J3

Phone: 780-624-2767

mail: dioath@telusplanet.net

Subject: Letter of Engagement between the Diocese of Athabasca and the Parish of XXXXX.

We, the wardens of the Parish of XXXX enter into an agreement with the Diocese of Athabasca whereby the book-keeping of the parish finances will be taken on by the diocese on the parish's behalf.

Broadly speaking:

Worship Day or Ad-hoc	Weekly	Monthly	Annually
The parish collects the funds, sends information to diocese	The diocese records the funds, pays the bills	The diocese reports to the Parish Executive, who report to Vestry	The diocese reports to CRA, creates Donation Receipts, sends AGM reports to the Parish Executive, who report to the Parish

This is intended to free up parish membership to focus on ministry other than financial and still use their financial resources appropriately.

We commit to the following:

1.) Initial Set up

- a. Access to the parish accounts will be granted to the Diocesan Administrative Assistant in the Peace River branch of their bank and online, with Diocesan Signing Officers given access as signatories. Note: this precludes using the Bank of Montreal, which does not have a branch in Peace River.
- b. All parish bills are addressed to the Synod Office. These are put on auto-payment, or cheques are issued on behalf of the parish by the Diocesan Administrative Assistant. All physical cheques are to be located at the Diocesan Synod Office.

2.) Ongoing

- a. Weekly

- i. The Wardens will ensure that donations are collected at the worship service unless alternative arrangements are made (automatic deposit for example).
 - ii. There are to be two individuals (not from the same household) involved whenever money is counted or spent. Counting is done immediately after every worship service and the counters initial the document used (the Charitable Contribution Form).
 - iii. The parish representative (as designated by the Wardens) deposits all monies received after a service.
 - iv. The parish representative (as designated by the Wardens) sends a photo or electronic copy of the Charitable Contribution Form AND Deposit Slip for the day to the Diocesan Synod Office.
 - v. The parish representative (as designated by the Wardens) sends a photo or electronic copy of any receipts, bills or invoices incurred during the week.
- b. Monthly
 - i. Non-standard bills are communicated to the Synod Office by the parish wardens, treasurer, or designate, so the Diocesan Administrative Assistant can document their purpose before paying them.
 - ii. If there are not sufficient funds in the account, the Diocesan Administrative Assistant sends this information to the Parish Wardens for resolution.
 - iii. The Diocesan Administrative Assistant updates the parish Envelope Secretary Record spreadsheet appropriately.
 - iv. The Diocesan Administrative Assistant updates the Parish Financial Record spreadsheet appropriately,
 - v. The Diocesan Administrative Assistant sends the monthly update and summary reports from the Parish Financial Record to the Parish Executive as pdf's for their Vestry meetings and Annual General Meeting. Parish Executive ask pertinent questions and receive clarifications before their meetings.
 - vi. The Diocesan Administrative Assistant updates the Monthly Diocesan Update spreadsheet for the Diocesan Executive Council and forwards a copy to the Parish Executive.
- c. Annually
 - i. The Synod Office sends out the Charitable Donation Receipts to the parishes' identifiable givers.
 - ii. The Synod Office sends the Parish Summary from the Envelope Secretary Record.

Weekly Checklist

- Donations collected.
- Charitable Contribution Form filled in and initialled.
- Photo or electronic copy of the Charitable Contribution Form sent to dioath@telusplanet.net.
- Collection money deposited into bank.
- Photo or electronic copy of the Deposit Slip sent to dioath@telusplanet.net
- Photo or electronic copies of all receipts, bills or invoices incurred during the week sent to dioath@telusplanet.net

PARISH PROPERTY

OVERVIEW

Parishes hold all their property on behalf of, and for, the benefit of the diocese in their local context. Parishes are responsible for the upkeep and support of all property necessary to their functioning, including the Worship Centre and Incumbent Housing. All property is put in place, maintained, and disposed of with the explicit prior permission of the Synod of the Diocese, or the Diocesan Executive Council acting in its place. The Diocese retains ownership of all property, and as such, may benefit financially if property is not currently in its intended use, but is being rented out, or if property is sold.

Broadly speaking, the Anglican church functions under the principle of Subsidiarity, where the diocese takes on activities only if the local context is unable to. Subsidiarity is an organizing principle that matters ought to be handled (and decisions made) by the smallest, lowest or least centralized competent authority. If a parish is unable to support the needed property (or make competent decisions), the Diocese may take on support of specific items on behalf of the local expression. Traditionally, self-supporting local contexts are known as Parishes, while non-self-supporting local contexts were known as Missions.

PURPOSE

- To create and maintain property as is most fit to glorify Christ in the local context. Typically:
 - A centre for public worship
 - A centre for communal fellowship
 - A residence for the incumbent
- Other structures may be added as necessary, with the agreement of the Synod of the Diocese of Athabasca
- Under the guidance of the Parish Executive, provide needed property for glorifying God, building community, educating the faithful, and serving those in need.

SUMMARY OF RESPONSIBILITIES

- Provide, maintain, and dispose of needed buildings as appropriate
- Provide all utilities for the buildings to properly function

- Provide all bank payments, insurance, taxes, etc. to mitigate against loss and foreclosure
- Provide all needed upgrades to keep buildings safe and up to code
- Provide all needed comforts to facilitate the congregation and incumbent to focus on the work of being God's people in the world.
- Annually report on status of buildings to the Diocese through the Annual Parochial Report.