

REGULATION 3

THE SYNOD

R.3.01 SYNOD LAY MEMBERS

The Certificates of Election of Lay Members of Synod provided pursuant to Bylaw 3.01(1) shall be in accordance with Form 1 (“Certificate of Election of Lay Members of Synod”) and Form 2 (“Parish Assistants and Officers”).

R.3.02 RECORDING OF MEMBERSHIP

At least 60 days prior to each Annual or other Session of the Synod, the Director of Community Ministry shall furnish to the Secretaries of Synod a complete list of all Clergy of the Diocese and all persons who are Members of Synod ex-officio, together with their mailing addresses; and the Secretaries of Synod shall pass the same to the Director of Financial Ministry, together with a list of the names and addresses of all Lay members of Synod as indicated on the Certificates of Election provided pursuant to Regulation 3.01. They shall also provide to the Director of Financial Ministry a list, subject to subsequent revision, of Parishes in respect of which no Certificates of Election of Lay Members have been received.

R.3.03 CONVENING CIRCULAR

Upon receipt by the Director of Financial Ministry of the information referred to in Regulation 3.02 and of other material and data necessary therefor, he or she shall cause notice of each Session of Synod to be given to all members thereof, such notice to be in the form of a printed Convening Circular and to contain information relating to that Session, including for the Annual Meeting of Synod:

1. Agenda for the Session of Synod referred to;
2. Composition of Agenda Committee and Resolutions Committee;
3. List of Members of Synod and Churchwardens;
4. Diocesan Financial Statement;
5. Procedure for balloting and voting at Synod;
6. Notices of Motion;

7. Budget;
8. Canons, Bylaws and Regulations changes, and
9. Committee and other Reports as approved by the Diocesan Council for printing in the Convening Circular;

and shall, not less than 21 days before the beginning of the Session of Synod, mail a copy of the Convening Circular by prepaid post to each member of the Synod. Members shall be reminded that the contents of the reports contained in the Convening Circular are confidential and not for perusal by the general public prior to presentation to Synod.

R.3.04 ANNUAL REPORTS TO SYNOD

1. Every Annual Report to be presented to the Annual Meeting of the Synod shall be delivered to the Secretaries of Synod not later than the first day of August in each year
2. The Chairperson of the Committee or the President of the organization presenting the report or some member deputed by him shall explain to the Synod the bearing of any portion of the Report, if requested by any member of Synod to do so.

R.3.05 *UNALLOCATED*

R.3.06 IDENTIFICATION

Each member of Synod, before taking his or her seat in a Session of the Synod shall register and receive an Identity Card. Elected Lay Members shall produce their certificates of election Form 2 appended hereto, which shall be exchanged for Identity Cards by the Registrars. Clergy and non-elected members will receive Identity Cards on presentation of the written Registration Card.

R.3.07 REGISTRATION HOURS

1. Registration hours for the regular Session of Synod shall be:
 - a) for the first day of Synod, 8:30 a.m. to 3:00 p.m., unless the Session begins in the afternoon or in the evening, in which case the Registration hours shall be during one hour prior to the opening of Synod and the first two hours after the beginning of the Session; and

- b) for the second and third days of Synod, one half hour immediately preceding the opening sitting and for one half hour following the noonday adjournment of the Synod.
2. No registrations may be made after Registration has closed; and only persons so registered shall be eligible to vote at any Session of Synod.

R.3.08 ORDER OF BUSINESS

1. The Synod may establish its own order of business. If not otherwise established by Synod, the order of business at the Annual Meeting of Synod shall, subject to variation from time to time by the Diocesan Council, be as follows:
- a) delivery of the Annual Charge by the Bishop. This shall be reproduced and copies distributed to the Members as soon after delivery as possible;
 - b) appointment of the Credentials Committee (if not previously appointed by the Diocesan Council);
 - c) invitation of visitors to the floor of the house;
 - d) reading, correcting and approving the Minutes of the previous Session;
 - e) appointment of Scrutineers to take the vote in all elections to be held by ballot;
 - f) appointment of Sessional Committees;
 - g) presenting, reading and referring of Memorials, Petitions and Correspondence;
 - h) reports and Notices of Motion considered by the Diocesan Council to be of special importance;
 - i) other Notices of Motion;.
 - j) appointment of Auditors;
 - k) consideration of the reports of Committees;
 - l) consideration of reports by diocesan organizations and of the Committee on the Bishop's Charge;
 - m) election of members of Diocesan Council, pursuant to Canon 3.10

- n) consideration of the reports of the General and Provincial Synods as may be required; and
 - o) such other business as the Chairperson may deem expedient.
2. Notwithstanding Section (1), motions of which notice has been given in the Convening Circular shall have precedence over all other business on the second day of the Session.

R.3.09 TIME OF MEETINGS

Subject to variation by resolution of the Synod, the Synod shall meet for business at the hours specified in the notice calling it into Session, and each sitting shall be opened with prayers chosen for the occasion by the Bishop. Should an evening sitting of Synod not be provided for in such notice, then no such resolution providing for an evening sitting may be passed after 5:00 p.m. on the same day.

R.3.10 MINUTES OF SYNOD

1. At each Session of the Synod, the Honorary Secretaries of Synod (or one of them) of the last preceding Session, or someone on their or on his or her behalf, shall submit for adoption a copy of the Minutes of the Proceedings of such Session except any portions thereof which were adopted at any sitting of such last preceding session. On the adoption of the Minutes so submitted, with such corrections as may be made thereto, the same shall be authenticated by affixing thereto the Seal of the Synod attested by the signatures of the Chairperson of the Synod and of the Honorary Secretaries for the time being.
2. The copy of the Minutes so authenticated shall be deposited with the Director of Financial Ministry, who shall arrange to have them bound and available for reference at the Synod Office, and the same shall constitute and be received as the authentic and official record of the proceedings of such Session.

R.3.11 BALLOTING

1. Ballot papers shall be prepared for election to the offices referred to in Regulation 3.05(1), under the direction of the Secretaries of Synod, and only such ballots shall be counted by the Scrutineers.
2. The ballot papers shall list the names of the nominees, with their initials only, in alphabetical order followed by the name of the Parish or special category and shall be given to members of Synod at the time of Registration.

3. A member may vote for as many nominees as he or she wishes up to the number of positions to be filled, but “write in” nominees shall not be counted; and if more votes are cast than the number of positions required to be filled, then the ballot shall be considered to be spoiled.
4. Ballot boxes in which completed ballots may be placed shall be provided by the Scrutineers for the ballot papers of the Clergy and Laity respectively and shall be available at the following hours:
 - a) the first day of Synod - 9:00 a.m. to 5:30 p.m.
 - b) the second day of Synod - 9:00 a.m. to 12:30 p.m.
5. The Synod Secretaries shall arrange for the ballot boxes to be placed in safekeeping following the adjournment of Synod on the first day and shall be locked when turned over to the Scrutineers and remain locked until opened for counting of votes.
6. The Scrutineers shall hand over the ballot papers to the Synod Secretaries whose duty it shall be to preserve them until the close of the Session of Synod and to see that they are then destroyed.
7. The above instructions shall not apply to the election of a Bishop.

R.3.12 PROCEDURE AT MEETING

1. When the Bishop, or other person presiding, takes the Chair all members shall immediately come to order.
2. The Bishop, or other person presiding, shall maintain order and decorum and shall decide questions of order subject to an appeal to the Synod.
3. When the Bishop, or other person presiding, rises for the purpose of calling order or deciding any point of order or otherwise, no member shall remain standing.
4. Every member desiring to speak shall rise to his or her place and address the Chairperson.
5. When two or more members rise to speak at the same time, the Bishop, or other person presiding, shall decide which member is entitled to the floor.
6. a) All motions and amendments shall be in writing and seconded, with the names of the mover and seconder thereon, and shall be read before being debated.

- b) Except with the consent of the Bishop, or other person presiding, or of the Synod, and except a motion in course, no motion shall be considered unless notice of such motion shall have been given. Notices of Motion must be in writing and signed by the mover and seconder and filed in duplicate with one of the Secretaries of Synod either during or before a meeting of Synod. Any Notice of Motion not recorded in the Convening Circular shall be posted on a notice board at the place of meeting.
 - c) The Resolutions Committee of the Synod shall meet at designated times during the Synod to receive motions in writing. The meeting times of the Resolutions Committee will be published in the Convening Circular and announced when the Synod convenes. The Resolutions Committee will also meet at the call of the Chair as needed.
 - d) All motions must be considered by the Resolutions Committee, and will be printed and distributed once the Resolutions Committee has approved them. Amendments to original motions must be taken note of by the individual Synod members..
 - e) Only one amendment shall be considered until disposed of, but an amendment to the amendment may be proposed at any time, but so that only one such amendment shall be before the Synod at one time.
 - f) A member who has made a motion or moved an amendment may, with the concurrence of the person who seconded the motion, withdraw the same at any time before a vote has been taken thereon, unless the person presiding hears objection from one or more members to withdrawal of the motion, and if he or she does so and the house consents, one of the objecting members may adopt such motion as his or her own, and the record shall be changed accordingly.
 - g) A member who wishes to speak to a motion or an amendment shall declare their position, whether in the affirmative or the negative, before commencing their argument.
 - h) No member shall speak more than once on the same motion, nor more than once on an amendment, except that the mover of the original motion shall have the right of reply. Except with the consent of the house, the mover of a motion may not speak for more than five minutes and the seconder three minutes and each speaker thereafter three minutes and the mover three minutes in reply.
7. a) When a question is under consideration, no other motion shall be received, except to adjourn, to lay it on the table, to postpone it to a certain time, to postpone it indefinitely, to amend it, or with the consent of the Chairperson to move that the

question be now put; and motions for any of these purposes shall have precedence in the order here names.

- b) A motion "that the question be now put" shall be put to the vote forthwith. If decided in the affirmative, a vote shall be taken at once on the motion before the Synod and without debate. If it be decided in the negative, the motion that "the question be now put" cannot again be proposed until a vote has been taken on the motion before the Synod. In taking a vote on a motion before the Synod, any amendments thereto then before the house are to be first disposed of in accordance with the prescribed procedure.
8. Motions to adjourn or to lay on the table shall be decided without debate.
 9. Any member shall have the right, subject to the consent of the Chairperson, to require at any period of the debate that a question in discussion be read for his or her information.
 10. In voting on amendments, the one last moved shall be put first, in every case, and not more than two amendments shall be under consideration at the same time.
 11. When any question is being put from the Chair, the members shall continue in their seats and shall not hold any private discourse; and when a motion is put, no member shall retire until such motion is disposed of.
 12. The ordinary mode of voting shall be by the Chairperson's calling first upon those who vote in the affirmative to signify and thereafter those who vote in the negative to signify; and the number of members voting in each case counted by the Secretaries of Synod and reported to the Chair, if so requested by any member of Synod present. At the discretion of the Chairperson signifying may be verbal, by show of hands, or by rising.
 13. A question being once determined shall not be brought into discussion again in the same Session except with the sanction of the Chairperson and of the majority of the members present.
 14. Motions arising from seminars:
 - a) Motions arising from discussions in seminars will be received by the Resolutions Committee not later than 12:30 pm on the last day of Synod.
 - b) Motions relating to seminars must have a mover and a seconder who are members of Synod and who were present at the seminar.
 - c) Motions will be reproduced and distributed to members of Synod prior to the beginning of the Saturday afternoon session.

- d) Motions arising from seminars will be identified for the purpose of a no-debate list. Any member of Synod may signify an intent to debate against the motion in which case the motion will be placed on the agenda. Motions not debated will receive formal approval in an omnibus motion at the end of the session.
 - e) When a seminar motion is to be debated, the mover shall have five minutes, the seconder shall have three minutes and all other speakers shall have two minutes. The chair may limit the number of speakers.
15. In any unprovided case, resort shall be had to the Rules of Order of the House of Commons of Canada for guidance.

R.3.13 SYNOD JOURNAL

1. The Synod Journal shall be published forthwith after each annual Session of Synod and its contents shall include:
- a) Alphabetical List of Clergy;
 - b) Clergy in order of seniority for the purpose of the Clergy Trust Fund;
 - c) List of Licensed Lay Readers;
 - d) Synod Office Bearers;
 - e) Composition of the Diocesan Council and Committees together with Synod delegates to extra-diocesan bodies;
 - f) List of Members of Synod and Churchwardens;
 - g) Proceedings of Synod;
 - h) Amendments to Canons, Bylaws and Regulations;
 - i) Statement of Parish Fair Share and Pension Assessments together with receipts for the previous year;
 - j) Statement of Costs of Priestly Services including support costs throughout the Diocese for the current year
 - k) Statement of Parish Fair Share and Pension Assessments for the current year;

- l) Diocesan Deanery and Parochial Statistics;
 - m) Table of Contents, and
 - n) Index.
2. Each Incumbent shall each year make a return to the Secretaries of Synod in accordance with Form 2 (“Parish Assistants and Officers”) of the names and addresses of the Churchwardens, Licensed Lay Readers, Treasurers and Sunday School Superintendents in each Parish, and the names of the Lay Readers shall be printed in the Synod Journal after the Clergy List.
 3. A copy of each issue of the Synod Journal may be mailed to all clerical, lay and other members of Synod, as soon as may conveniently be done after each Session of Synod.

R.3.14 MOTIONS REGARDING EXPENDITURES

1. Any motion or amendment that involves the spending of money not already provided for in the Parish Fair Share Budget approved by the Diocesan Council should indicate the particular source of that money, whether by reduction of an item of expenditure already proposed for the budget, or whether by expansion of assessment for Parish Fair Share levied against the parishes for the Parish Fair Share budget, or whether by monies arising from some other particular source. Consideration of the matter by the Diocesan Council or some other Committee upon a request from the Synod shall include suitability and adequacy of the proposed source of that money, as well as other possible sources and steps to be taken to appropriate them and where necessary, a report back to the Synod with recommendations for action as soon as possible.
2. Any motion or amendment that has the effect of reducing all or a part of the Parish Fair Share Budget approved by the Diocesan Council should not be considered by the Synod unless it identifies the particular item or items of expenditure to be reduced, or unless it gives particular instructions to the Diocesan Council about levels or types of reduction to be made and authorizes implementation of the budget, to be amended by the reductions as indicated if those reductions can be made by the Diocesan Council. Before such motion or amendment is voted upon by the Synod, the presiding officer may call upon the Director of Community Ministry or the Director of Financial Ministry or some other person to address the Synod on the nature and consequences of the proposed reduction. In addition, the presiding officer may refer the motion or amendment to one of the Diocesan Committees for consideration of the nature and consequences of the proposed reduction and for a report with recommendations as soon as possible back to the Synod.
3. Reference of a motion or an amendment does not dispose of that motion other than to

table it until a report back is made on the reference. In the meantime, other motions or amendments may be dealt with in the ordinary course, except that any motion to adopt the Parish Fair Share budget should be dealt with only after the motion or amendment that was referred has been disposed of.

R.3.15

1. MEMBERS OF GENERAL SYNOD

- a) General Synod assumes financial responsibility for transportation and meals en route according to the approved schedule.
- b) Subject to these Regulations, the Diocese will assume financial responsibility for accommodation as arranged by General Synod, or allowance if members choose to make their own arrangements for accommodation; and General Synod assumes financial responsibility to members of National Executive Council and members of General Synod Committees for transportation and meals en route in accordance with the approved schedule; and subject to these Regulations, the Diocese will be responsible for all other necessary accommodation and living expenses during the period of required attendance.

2. MEMBERS OF PROVINCIAL SYNOD

The Diocese will be responsible for all necessary expenses incurred by Members of Provincial Synod not provided by the Provincial Synod.

3. REPRESENTATIVES TO TRINITY COLLEGE

The Diocese will be responsible for necessary expenses for its appointed representatives to the Corporation of Trinity College while attending official and semi-annual meetings of the Corporation of Trinity College.

R.3.16

1. DUTIES OF THE EXECUTIVE ARCHDEACON

Subject to the provisions of B.3.05, the Executive Archdeacon, if any, shall direct and be responsible for the work of the Director of Financial Ministry and of the Director of Community Ministry and shall be responsible to the Bishop for Diocesan Special Ministries. His or her role as personnel coordinator shall include special responsibility for liaison with Archdeacons and Regional Deans, liaison with the Warden of the Lay

Readers Association, diocesan theological students, postulants and candidates for ordination, administration of the Continuing Education Plan for clergy and lay workers, coordination of clergy supply in vacant parishes and elsewhere in cooperation with Archdeacons and Regional Deans, determination of salaries of diocesan lay employees, and shall be prepared to advise the Bishop on any matter relating to Clergy and Parishes.

2. DUTIES OF THE EXECUTIVE ASSISTANT TO THE BISHOP

There may be an Executive Assistant to the Bishop, appointed by the Bishop, who may be assigned by the Bishop the role of personnel coordination as aforesaid.

3. DUTIES OF THE DIRECTOR OF FINANCIAL MINISTRY

Subject to the provision of Bylaw 3.05(6), the Director of Financial Ministry shall advise and assist the Financial Affairs Committee, attend meetings thereof, and implement decisions taken and policies approved by the Committee. The Director of Financial Ministry, more particularly, is responsible for recommending and implementing policies and procedures for the Diocese concerning:

- a) preparation for and facilitating the work of the Synod;
- b) accounting and auditing;
- c) preparation of budget and administration of funds thereunder;
- d) office administration including personnel changes and salaries;
- e) loans and investments;
- f) administrative services for the Bishop, Synod and Committees of the Diocese; and
- g) publications.

He or she shall, together with the Chairperson of the Financial Affairs Committee, provide advice and assistance to the Diocesan Council respecting the administration and financial affairs of the Diocese. The Director of Financial Ministry shall perform such added duties as from time to time may be assigned to that office.

R.3.17 FISCAL AGENCY

1. The Director of Financial Ministry shall keep such books of account, vouchers, records, papers or documents with respect to the monies belonging to, held by or under the control

of Synod, as the auditors of the Synod may advise or the Diocesan Council or the Synod may determine. The Director of Financial Ministry shall maintain three accounts for the monies of the Synod, namely an interest-earning account for the deposit of Synod monies generally, a general or chequing account into which funds will be transferred from time to time from the interest-earning account so that authorized disbursements may be made as may be necessary, and a salary account into which monies regularly received from Parishes for payment of clergy would be deposited as well as funds from the interest-earning account for the payment of other clergy and Synod Office staff salaries. A statement of all accounts is to be rendered monthly by the bank.

2. The Director of Financial Ministry may open such bank accounts as are required from time to time for special purposes and report the same to the Financial Affairs Committee.
3. Deposits of monies of the Synod may be made by the Director of Financial Ministry, or the Accountant employed in the Diocesan Office. Statements, vouchers, bills of exchange or other negotiable instruments may be delivered to the Director of Financial Ministry or someone designated as his or her agent for that purpose.
4. All cheques, promissory notes, bills of exchange or other negotiable instruments, any orders for payment of money, contracts for letters of credit or forward exchange, and otherwise all instruments or documents for the purpose of binding or obligating the Synod in connection with accounts and transactions with the bank whether or not an overdraft is thereby created, shall be signed by the Director of Financial Ministry, and together with one of: the Bishop, the Dean, the Executive Archdeacon, the Director of Community Ministry, except that the Director of Financial Ministry alone is authorized to sign cheques in the sum of \$500.00 or less; payroll cheques may be signed by any of the Bishop, the Executive Archdeacon, the Director of Financial Ministry, or the Bishop's Commissary, duly appointed. In the event of the absence of any of the foregoing persons for the purpose indicated, then with the advice in writing of either the Bishop or the Director of Financial Ministry, the Treasurer or the Assistant Treasurer may sign cheques, and the Clerical Secretary may countersign them.

R.3.18 RULES OF THE DIOCESAN COURT

PREAMBLE

All Christ's faithful, and especially Bishops, are to strive earnestly, with due regard for justice, to ensure that lawsuits among the people of God are as far as possible avoided, and are settled promptly and without rancour.

The Ecclesiastical Court of the Diocese of Ottawa serves the Christian community. The

Christian community is entrusted with the ministry of reconciliation. To that end, in harmony with scripture, members of the Christian community are to conduct ourselves without acrimony, malice or vengeance, trying to keep the best interests of all parties before the court at all times.

1. STYLE

Any proceedings in the court shall be styled in the Diocesan Court with the names of the complainant(s) and the name of the respondent, or a short description of the cause or matter.

2. PRELIMINARY INVESTIGATION

Where the court has been requested by the Bishop to conduct a preliminary investigation, the investigation may be conducted by two or more members of the court, as determined by the court or by the Bishop.

3. FORM OF CHARGE AND HEARING BY COURT

The court may appoint two of its members to determine the sufficiency or insufficiency of the form in which the charge is presented, and of the answer thereto, and of any matter connected with the practice or procedure of the court, subject to an appeal to the court in all matters in which either party may be dissatisfied; provided, however, that the evidence to be taken on which the court is to act, and the hearing and adjudication of the subject matter of the complaint, must be given, heard and made before and by the court.

4. NOTICE OF HEARING

A notice of hearing by the court shall include a statement of the time, place and purpose of the hearing and a reference to the authority under which the hearing will be held, and shall also include a statement that if any party notified does not attend at the hearing, the court may proceed in the absence of such party who will not be entitled to any further notice in the proceedings.

5. SERVICE OF NOTICE OF HEARING

Notice of hearing shall be served upon the respondent and other parties, or such service may be accepted by any party, and a party shall be given reasonable notice of the hearing, the question of reasonableness in any case to be solely determined by the court.

6. PROCEDURE ON FAILURE TO ATTEND AFTER NOTICE

Where notice of hearing has been given to a party and the party does not attend, the court may proceed in the absence of the party who will not be entitled to any further notice in

the proceedings.

7. FURNISHING INFORMATION TO PARTY WHERE CHARACTER OR CONDUCT IN ISSUE

Where the good character, propriety of conduct or competence of a party is an issue in any proceedings, the party is entitled to be furnished prior to the hearing with reasonable information of any allegations with respect thereto.

8. REPRESENTATION BY COUNSEL

A party to the proceedings may be represented by counsel duly admitted to practise in the Ontario Court of Justice, or the Superior Court of Quebec, may call and examine witnesses and present arguments and submissions, and may conduct cross-examinations of witnesses, at a hearing reasonably required for full and fair disclosure of the facts, and where any person is not so represented, the court may appoint a representative when the court determines that such representation may be required in the interests of justice, and where any party is charged with any offence the court may appoint counsel to prosecute the charge.

9. WITNESSES' RIGHTS

A witness at a hearing is entitled to be advised by counsel as to such witness' rights, but such counsel may take no other part in the hearing without leave of the court, and where a hearing is *in camera*, a counsel for a witness is not entitled to be present except when that witness is giving evidence.

10. OPEN HEARINGS

A hearing shall be open to the public except where the court is of the opinion that the desirability of avoiding disclosure in any interests of any person affected or in the public interest outweighs the desirability of adhering to the principle that hearings be open to the public, in which case the court may hold the hearing *in camera*.

11. OATHS

Any member of the court has power to administer oaths and affirmations with respect to any of its proceedings, and the court may require evidence before it to be given under oath or affirmation.

12. POWER TO SUMMON WITNESSES

The court may summon and examine witnesses, including any party, *viva voce* and in

open court to give evidence under oath or by affirmation and to produce in evidence documents and things so specified by the court, and may for sufficient reason order any particular fact or facts to be proved by statutory declaration or allow the affidavit or statutory declaration of any witness to be read in evidence at the hearing, or may direct any witness to be examined before an examiner or commission or the Registrar of the court or other person authorized by the civil law of the province to examine witnesses or take statutory declarations.

13. SERVICE OF SUMMONS

The summons herein referred to shall be served personally in accordance with the rules of the Ontario Court of Justice. If personal service cannot be reasonably effected, the court may make such order for substituted or other service as it deems fit.

14. INFERENCES

The court shall be entitled to draw inferences from evidence accepted by it whether of fact or law which might have been drawn therefrom if proved at trial.

15. *CANADA EVIDENCE ACT*

A witness at a hearing shall be deemed to have objected to answer any question that may be asked of such witness on the grounds that it may tend to incriminate or be deemed to establish liability to civil proceedings, and no answer given by a witness shall be used or be receivable in evidence against that witness at any hearing or trial or other proceedings against such witness thereafter taking place other than a prosecution for perjury, and a witness shall be informed by the court of the provisions of the *Canada Evidence Act*.

16. AFFIDAVIT EVIDENCE

A witness at a hearing shall be examined *viva voce*, but the court may, at any time by sufficient reason, order particular evidence or facts to be proved by affidavit, or that the affidavit of a witness may be read at the hearing.

17. DEPOSITIONS AND COMMISSION EVIDENCE

The court may, whenever it appears necessary, make an order for the examination before a member of the court or any other person at any place and permit such deposition to be given in evidence, or the court may order the issue of a commission to take such testimony as approved in the form of the Ontario Court of Justice, and such testimony may be given in evidence.

18. ADMISSION OF EVIDENCE

The court may admit as evidence at a hearing, whether or not given or proven under oath or affirmation or admissible as evidence in court, any oral testimony or document or other thing relevant to the subject matter of the proceedings, but nothing is admissible in evidence which may be inadmissible in a Supreme or Superior Court by reason of any privilege under the law of evidence, or which would be inadmissible by statute.

19. COPIES OF DOCUMENTS

A copy of a document may be admitted as evidence where the court is satisfied as to its being a certified true copy, and where the document may be filed as evidence, the court may authorize a copy to be filed in evidence when certified to be a true copy by a member of the court.

20. JUDICIAL NOTICE

The court may take notice of facts which may be judicially noticed, and take notice of any generally recognized scientific or technical facts, information or opinions within its scientific or specialized knowledge.

21. DECISION IN WRITING

The court shall give its final decision or order, if any, in writing, and shall give reasons in writing therefor if requested by any party

22. SERVICE OF DECISION

The court shall send by first class mail addressed to the parties to any proceedings at their last known address a copy of the final decision or order, together with reasons where reasons have been given, and each party shall be deemed to have received a copy of the decision on the fifth day after the day of mailing unless a party acting in good faith did not receive the decision or order through absence, accident, illness, or other cause beyond the control of such party.

23. FILING A DECISION WITH ONTARIO COURT OF JUSTICE

A certified copy of a final decision or order may be filed by the court or any party in the office of the Registrar of the Ontario Court of Justice or the Superior Court of Quebec, and it may be enforced at the instance of the court, or of such party in the name of the court, in the same manner as a judgement of the Ontario Court of Justice or the Superior Court of Quebec.

24. Where any decision or order is made rescinding or varying a decision or order previously made by the court which has been filed with the Registrar of the Ontario Court of Justice or the Superior Court of Quebec, the decision order rescinding or varying a former decision or order shall also be filed.

25. RECORD

The court shall compile a record of any proceeding before it which shall include the complaint, notice of hearing, the answer if any, any intermediate or interlocutory orders, all documentary evidence, transcripts if any of oral evidence, the decision of the court and reasons, where reasons have been given.

26. MAINTENANCE OF ORDER

The court may make such orders or take such proceedings as it considers necessary for the maintenance of order at the hearing.

27. ABUSE OF PROCESS

The court may make such orders or give such directions in proceedings before it as it considers proper to prevent abuse of its processes.

28. LIMITATION OF CROSS-EXAMINATION

The court may reasonably limit further cross-examination of a witness where it is satisfied that the cross-examination of a witness has been sufficient to disclose facts.

29. ADJOURNMENT

Any hearing may be adjourned from time to time by the court.

30. NOTICE OF ORDER BY PUBLICATION

Where the court is of the opinion that because the parties to any proceedings are so numerous, or for any other reason it is impracticable to send its decision and the material to all or any of the parties individually, the court may cause reasonable notice of the decision or order to be given to such parties by public advertisement, or otherwise as the court may direct.

31. AMENDMENTS

Amendments to any proceeding or document may be made by order of the court at any time.

32. ADDING OR DELETING PARTIES

The court may at any stage of the proceedings order that the name of any complainant or respondent improperly added be struck out and may also order that any persons who ought to have been joined, or whose presence is necessary, be added.

33. APPLICATION TO ONTARIO COURT OF JUSTICE FOR DIRECTIONS

The court may apply to the Ontario Court of Justice for such directions as it deems necessary or to enforce its orders with respect to evidence or for any other purpose, and the court may state a case to the Ontario Court of Justice, where permitted by law.

34. ALTERNATIVE DISPUTE RESOLUTION

Where appropriate, all forms of Alternative Dispute Resolution may be explored and are specifically encouraged.

35. MATTERS NOT PROVIDED FOR

As to all matters not provided for in these rules, the practice shall be regulated by analogy thereto and to the rules of practice of the Ontario Court of Justice, including costs and security for costs.

R.3.19 DUTIES OF THE DIRECTOR OF COMMUNITY MINISTRY

1. Subject to the provisions of Bylaw 3.05(7), the Director of Community Ministry shall advise and assist the Parish Ministry Development Committee and attend meetings thereof. He or she shall implement and coordinate programmes and policies approved by that Committee and coordinate existing diocesan and regional programmes. He or she shall also plan and arrange for training of Diocesan Lay Readers, assist diocesan organizations by assisting in planning and implementing programmes, consult with clergy about Parish programmes, and respond to parochial requests for help in development of parish life and ministry. The Director of Community Ministry shall give direction to the programme staff and to Parish Ministry Development subcommittees as well as to special Diocesan Ministries and project groups. He or she is responsible for matters of Christian education and for matters of stewardship.
2. The Director of Community Ministry shall also have prepared and submitted to the Financial Affairs Committee each year a budget of estimates of proposed expenditures for implementing diocesan programmes, and he or she shall present the budget to the Annual Meeting of the Synod for approval. Together with the Director of Financial Ministry, the Director of Community Ministry shall be responsible for preparing for and facilitating the

work of Diocesan Synods according to the requirements of the Canons, Bylaws and Regulations. As well, he or she shall administer any diocesan programme for the coordination and integration of the activities of the Anglican Church Women, the Brotherhood of Anglican Churchmen, Youth Organizations, and other existing organizations as well as other organizations that may be established within the Diocese from time to time; and *ex officio*, he or she shall be at liberty to attend meetings of all such organizations for the purpose of providing advice and maintaining liaison.

R.3.20 DUTIES OF THE SECRETARIES OF SYNOD

In addition to other duties that may be assigned to the Clerical Secretary and Lay Secretary by or pursuant to the Canons or these Bylaws, it shall be the duty of the Secretaries of Synod, under the direction of the Executive Archdeacon:

1. to keep regular Minutes of the proceedings of the Session of the Synod; to preserve all papers, memorials, and documents pertaining to the Session; to conduct the correspondence and attest the public acts of the Session; to furnish daily during the Session, as may be necessary, a summary of the unfinished business and to deliver all records and documents relating to the Session to the Director of Financial Ministry; and
2. to be responsible for the printing of all notices, reports, minutes of proceedings, and other matters relating to a Session of the Synod, arrangements for such printing to be made by the Director of Financial Ministry.

R.3.21 COMMITTEES OF THE DIOCESE

1. Persons appointed by the Diocesan Council to any Committee shall hold office only until the end of the first meeting of the Diocesan Council following the next ensuing Session of Synod, or until their successors are appointed.
2. At the first meeting of each Committee following the first meeting of the Diocesan Council after an Annual Session of Synod, that Committee shall appoint a Secretary, who shall hold office until a successor is elected.
3. The Chairperson, or in his or her absence, the Vice Chairperson, shall preside at all meetings of each Committee, and it shall be the duty of the Secretary, at the direction of the Chairperson, to issue Notice of Meetings and keep minutes thereof. Each Committee may make such other rules respecting the conduct of meetings as it may deem expedient.
4. The Chairperson of each Committee or someone designated by him or her shall report to each regular meeting of the Diocesan Council, on matters coming before it.

R.3.22 COMMITTEE NOMINATIONS PROCESS

1. Nominations shall be based on specific skill requirements for each Committee as are outlined in their respective Terms of Reference. A chart outlining the mandatory and desirable skills and characteristics for consideration and basic criteria exists for each of the Committees to inform the Committee nominations process. See Appendix A to these Regulations for an illustrative sample of the chart.
2. Allocation of Diocesan Council members to Committees is to be completed when new members join the Diocesan Council, as follows.
 - a) the Governance and Communications Committee shall ask new Diocesan Council members to indicate those Committees on which they have an interest in serving;
 - b) the Governance and Communications Committee shall then review this information, with reference to the chart for each Committee, to develop a proposed allocation of Diocesan Council members to Committees based on:
 - i) council member interest;
 - ii) Committee requirements, and
 - iii) specific skill requirements.
 - c) The Governance and Communications Committee shall then present this proposed allocation to the Diocesan Council for modification and approval.
 - d) The Diocesan Council shall then make adjustments as necessary and approve the allocation of members to Committees.
3. Nominations for the remaining Committee membership are completed as vacancies arise, as follows:
 - a) each committee, in conjunction with the Governance and Communications Committee, shall review skill and characteristic requirements, using the chart, and identify the type of Committee member(s) required;
 - b) each Committee, with assistance from the Governance and Communications Committee, shall then identify and solicit nominations for additional Committee members from outside of the Diocesan Council;
 - c) each Committee shall then review all nominees and, based on the Committee chart, develop a proposed slate of candidates;

- d) the Governance and Communications Committee shall review and provide feedback on the proposed candidates;
- e) each Committee shall make revisions based on the feedback;
- f) each Committee shall present the proposed slate of Committee candidates to the Diocesan Council for endorsement.

4. Committee Appointments

- a) The Diocesan Council shall normally appoint the Committee chairperson from the Diocesan Council members appointed to the Committee.
- b) The Vice Chairperson shall be selected by the Committee chairperson from the Committee membership and need not be a member of the Diocesan Council.

R. 3.23 COMMON COMMITTEE TERMS OF REFERENCE

1. Responsibilities of Committee Members:

- a) all members of Committees have the basic fiduciary duty to discharge individual duties in good faith;
- b) Committee members are responsible to act on behalf of the Diocese as a whole when making a decision;
- c) members are required to address and report potential conflict of interest situations in accordance with Diocesan policy;
- d) members are expected to prepare for and attend Committee meetings. Absence from more than three consecutive meetings of any Committee shall result in that member, other than an ex officio member, being deemed to have tendered his or her resignation to be effective upon acceptance thereof by that Committee;
- e) all members of Committees shall act as partners with the Committee chairperson and work with other Committee members so that the Committee functions as a deliberative and participative body;
- f) the committee chairperson is expected to facilitate effective and collaborative debate of the issues and suggestions brought forward to the Committee, and
- g) whatever views and opinions are shared in Committee, members are expected to

impartially represent the actions or decisions of the Committee to others outside of the Committee.

2. Appointments, Nominations and Elections.

Nominations and appointments to committees shall be according to the Committee Nominations Process.

3. Terms.

Members shall serve for a fixed term not to exceed three years, with a limit of two consecutive terms total (except where a specific role dictates the ongoing membership of a person on a Committee).

4. Leadership.

The chairperson shall normally be a member of the Diocesan Council selected by the Diocesan Council. The Vice Chairperson shall be selected by the chairperson from the Committee membership and need not be a member of the Diocesan Council.

5. Committee Operations:

- a) Attendance: meetings shall require a quorum of 60% of the voting committee members to be present. Committee members are expected to actively participate in meetings including attending meetings, reviewing meeting documentation, evaluating reports, and reading minutes.
- b) Administration: the agenda shall be set by the chairperson.
- c) Documents: all Committee meeting documents shall normally be provided to members for review at least one week in advance of the meeting date. All items for the agenda are to be with the supporting staff member at least fourteen days prior to the date of the meeting.
- d) Decision Making Authority: the Committee exercises the authorities granted to it in the Canons, Bylaws and Regulations, and authorities that may be granted to it at the discretion of the Diocesan Council and the Bishop. Committees may not further sub delegate authorities without the permission of the Diocesan Council.
- e) Reporting: committees report to the Diocesan Council through the chairperson.
- f) Subcommittees: a general guideline of between three to six members for each subcommittee with the addition of ex officio members as required. Membership

to be established by the Committee based on interest and specialized skill requirements. Membership to consist of a mix of Committee and non-Committee members, with at least 50% of subcommittee members being Committee members.

- g) Staff Attendance: staff shall be assigned to Committees to attend and provide support as required.
- h) Additional Attendance: The Bishop is ex officio a member of all Committees and may attend as a member or otherwise. At the invitation of the Bishop, any Coadjutor, Suffragan or Assistant Bishop of Ottawa may likewise attend any Committee meetings.
- i) Policies and Practices: as appropriate, Committees may establish internal rules and procedures, policies and practices for its operations.
- j) Canons, Bylaws and Regulations: all Committees shall review the Canons, Bylaws and Regulations of the Diocese that pertain to matters of their respective Committee at least annually and recommend any changes to the Diocesan Council;

6. DECISION RIGHTS AND DELEGATION OF AUTHORITY.

The Diocesan Council may approve processes to guide the delegation of decision making authority, as well as considerations around decision principles and implementation. Any such frameworks may be found in Diocesan policy guidelines.

RESPONSIBILITIES OF COMMITTEES

R. 3.24 GOVERNANCE AND COMMUNICATIONS COMMITTEE

The Governance and Communications Committee is responsible for:

Governance:

1. developing and maintaining policies and processes for effective governance consistent with the principles established;
2. reviewing and recommending changes to Council processes and procedures to optimize Council effectiveness;
3. maintaining current and applicable Terms of Reference for the Council, Committees,

subcommittees and task forces;

4. reviewing special governance arrangements for major projects and initiatives;
5. maintaining and overseeing the execution of an orientation program for new Council and Committee members;
6. managing periodic assessment of Council and Committee structure and performance, and overall governance effectiveness; and
7. establishing and overseeing subcommittees as considered necessary by the Committee.

Communications:

8. providing guidance and direction to the development, implementation and updating of a communications strategy in support of both the Diocese and parishes, including advancing effective internal and external communications;
9. endorsing the communications priorities and final strategic communications plan;
10. ensuring the allocation of resources for communications activities is in line with the strategy, and
11. monitoring and assessing progress against the strategic communication plan and objectives.

Nominations:

12. managing and maintaining the nomination process for Diocesan Council and Committees;
13. managing a governance recruitment strategy and tools for the recruitment and nomination of Council and Committee members to strategically attract new members;
14. identifying and soliciting candidates for nomination, and making nominations for Diocesan Council members;
15. maintaining the Council and Committee composition chart, reviewing the composition of the Council and Committees and ensuring there are sufficient nominees to meet required and desired profile, and
16. monitoring the term of office of all Council members and proactively confirming members who will be renewing their terms.

R.3.25 COMMUNITY MINISTRY DEVELOPMENT COMMITTEE

The Community Ministry Development Committee is responsible for:

1. ensuring programs and services are consistent with the mission and strategy of the Diocese and recommending changes, from time to time as needed, to individual programs and services (such as vision, goals, strategies);
2. overseeing programs and services within its mandate, which include:
 - a) Cornerstone/Le Pilier
 - i) There shall exist under the authority of the Synod and of the Diocesan Council, an organization of the Diocese to be known as Cornerstone Housing for Women - Le Pilier Logements pour Femmes (Cornerstone). Cornerstone shall be an instrument of the Diocese for providing emergency shelter and supportive housing for women who are homeless or at risk of homelessness.
 - ii) A Director shall be appointed by the Bishop to coordinate and supervise the ministry and financial affairs of Cornerstone, and whose further duties and responsibilities shall be as prescribed by Regulation.
 - iii) A Management Board shall be appointed which shall be responsible for proposing goals and objectives for Cornerstone and for the development and overall management of the priorities in ministry arising therefrom. The Board shall also oversee the financial affairs of Cornerstone on behalf of the Diocese within terms and conditions delegated to it by the Diocesan Council. The Board shall have such further duties and responsibilities as may be prescribed by Regulation.
 - b) The Well/La Source
 - i) There shall exist under the authority of the Synod and of the Diocesan Council, an organization of the Diocese to be known as The Well/La Source ("The Well"). The Well shall be an instrument of the Diocese which maintains a centre where women and their children can gather in safety and receive spiritual, emotional and physical sustenance in an empowering environment.
 - ii) A Director shall be appointed by the Bishop to coordinate and supervise the ministry and financial affairs of The Well, and whose further duties and responsibilities shall be as prescribed by Regulation.

- iii) A Management Board shall be appointed which shall be responsible for proposing goals and objectives for The Well and for the development and overall management of the priorities in ministry arising therefrom. The Board shall also oversee the financial affairs of The Well on behalf of the Diocese within terms and conditions delegated to it by the Diocesan Council. The Board shall have such further duties and responsibilities as may be prescribed by Regulation.
- c) Anglican Social Services Centre 454
 - i) There shall exist under the authority of the Synod and of the Diocesan Council, an organization of the Diocese to be known as the Anglican Social Services Centre, (Centre 454). Centre 454 shall be an instrument of the Diocese for providing and maintaining a place where those in need can receive guidance and support counselling and, as required, food and clothing.
 - ii) A Director shall be appointed by the Bishop to coordinate and supervise the ministry and financial affairs of Centre 454, and whose further duties and responsibilities shall be as prescribed by Regulation.
 - iii) A Management Board shall be appointed which shall be responsible for proposing goals and objectives for Centre 454 and for the development and overall management of the priorities in ministry arising therefrom. The Board shall also oversee the financial affairs of Centre 454 on behalf of the Diocese within terms and conditions delegated to it by the Diocesan Council. The Board shall have such further duties and responsibilities as may be prescribed by Regulation.
- d) Ottawa Pastoral Centre (otherwise known as the Ottawa Pastoral Counselling Centre)
 - i) There shall exist under the authority of the Synod and of the Diocesan Council, an organization of the Diocese to be known as the Ottawa Pastoral Centre (OPC). OPC shall be an instrument of the Diocese for providing professionally trained pastoral care services for individuals with personal, marital and family concerns.
 - ii) A Director shall be appointed by the Bishop to coordinate and supervise the ministry and financial affairs of OPC, and whose further duties and responsibilities shall be as prescribed by Regulation.
 - iii) A Management Board shall be appointed which shall be responsible for

proposing goals and objectives for OPC and for the development and overall management of the priorities in ministry arising therefrom. The Board shall also oversee the financial affairs of OPC on behalf of the Diocese within terms and conditions delegated to it by the Diocesan Council. The Board shall have such further duties and responsibilities as may be prescribed by Regulation.

3. developing approaches to monitor the effectiveness of programs and services within its mandate and reporting to Council on program effectiveness;
4. providing advice and feedback to program leaders on program development and performance;
5. reviewing program and service requests and proposals, and providing them to the Diocesan Council as required;
6. providing oversight of related legal entities within its mandate;
7. working with community partners in identifying solutions to community issues;
8. identifying and promoting awareness of issues, trends and emerging needs in the broader community in concert with Diocesan policy and other Diocesan communication initiatives;
9. working in concert with the Audit and Risk Committee to provide oversight of key risks;
10. establishing and overseeing subcommittees as considered necessary by the Committee in collaboration with the Governance and Communications Committee.

R.3.26 PARISH MINISTRY DEVELOPMENT COMMITTEE

The Parish Ministry Development Committee is responsible for:

1. ensuring programs and services are consistent with the mission and strategy of the Diocese and recommending changes, from time to time as needed, to individual programs and services (such as vision, goals, strategies);
2. overseeing programs and services within its mandate;
3. developing approaches to monitor the effectiveness of programs and services within its mandate and reporting to the Diocesan Council on program and service effectiveness;

4. providing advice and feedback to program leaders on program development and performance;
5. reviewing program and service requests and proposals, and providing them to the Diocesan Council as required;
6. working with Diocesan partners, particularly ecumenical partners, in identifying program needs;
7. working in concert with the Audit and Risk Committee to provide oversight of key program risks;
8. establishing and overseeing subcommittees as considered necessary by the Committee in collaboration with the Governance and Communications Committee.

R.3.27 FINANCIAL AFFAIRS COMMITTEE

The Financial Affairs Committee is responsible for:

1. providing oversight and stewardship of the financial affairs of the Diocese;
2. advising and making recommendations to the Diocesan Council regarding its financial affairs and property matters;
3. conducting financial planning, including the preparation of annual budgets or other periodic estimates of the financial requirements of the Diocese;
4. conducting regular reviews of the financial standing of the Diocese in relation to the current budget;
5. reviewing the audited financial statements, and Auditor's Report in consultation with the Risk and Audit Committee;
6. establishing, reviewing and recommending changes to financial policy (e.g. investments, property, insurance, Parish Fair Share) and financial delegations;
7. considering and passing upon applications for special appeals to the Diocese for money;
8. considering and approving, or recommending to Diocesan Council, all matters related to Diocesan property and capital expenditures or purchases (e.g. building contracts, capital expenditures, building or structural alterations, property purchase, sale, lease, or mortgage, et cetera);

9. providing oversight of investments including the administration of the Consolidated Trust Fund (CTF) with such responsibilities and duties as may be prescribed by law;
10. providing oversight of benefits policies and administration (e.g. Retirement Allowance Fund; housing allowance), and
11. establishing and overseeing subcommittees as considered necessary by the Committee in collaboration with the Governance and Communications Committee.

R.3.28 RISK AND AUDIT COMMITTEE

The Risk and Audit Committee is responsible for:

1. providing oversight of the actions of the Director of Financial Ministry in the establishment and maintenance of appropriate systems for accounting and internal controls, and of the external auditors in the planning and carrying out of a proper audit;
2. monitoring the quality and integrity of the accounting and financial reporting process, and the systems of internal control through discussions with the Director of Financial Ministry and with the external auditors;
3. oversight of the quality and objectivity of the financial statements and the independent audit thereof;
4. reviewing the results of the external audit, any significant problems encountered in performing the audit, and management's response and/or action plan related to any Management Letter issued by the external auditors and any significant recommendations contained therein;
5. providing oversight to the planning and execution of internal audits, and considering any areas of financial risk identified through the internal audits;
6. considering any areas of financial risk as a result of a review of the internal controls or as a result of an analysis of areas of potential financial risk of which the Diocese may be exposed;
7. ensuring the effectiveness of systems for assessing and managing risk including financial risk, strategic risk, operational risk, reporting and disclosure risk and reputational risk;
8. providing oversight and direction to program evaluation activities, including establishing an evaluation framework and plan, and monitoring the execution of the framework plan;

9. acting as a liaison between the independent auditors and the Diocesan Council, and
10. establishing and overseeing subcommittees as considered necessary by the Committee in collaboration with the Governance and Communications Committee.

R.3.29 FURTHER OFFICERS OF SYNOD

The Diocesan Council may elect or appoint persons, who may, but need not be, members of the Diocesan Council, to any or all of the following offices of Synod with such duties and responsibilities and for such terms of office as the Diocesan Council may determine:

1. an Assistant Treasurer,
2. an Assistant Lay Secretary,

R.3.30 CUSTODIAL SERVICES

The Custodial Services for the Consolidated Trust Fund shall be provided by such financial institutions as are determined from time to time by the Director of Financial Ministry and the Treasurer of the Diocese.

1. The Main Branch of the Canadian Imperial Bank of Commerce at Toronto, Ontario, shall be and is designated as a subsidiary Bank of the Synod while the Treasurer and the Director of Financial Ministry shall maintain such bank accounts as are essential to the good order and operation of the Consolidated Trust Fund and to the management and custody of the portfolio of the securities thereof.
2. The Diocesan Solicitor shall be and is designated as trustee to have under his or her custody the commercial mortgage securities of the Synod.
3. The Synod, as trustee through its duly authorized agent, shall have under its custody other securities or trusts not otherwise herein specifically provided for.

R.3.31 CLERGY TRUST FUND

1. The source of the Clergy Trust Fund was the Commutation by the Clergy of the Diocese of Toronto (1885-1887) of their Clergy Reserve Stipends (amount received from the Government, £224,900 16s. 8d.). When the Diocese of Ontario was separated from that

of Toronto, a proportion of the capital was transferred. On the formation of the Diocese of Ottawa, the Diocese of Ontario transferred the capital sum of about \$125,000 to the Diocese of Ottawa.

2. The net annual income of the Clergy Trust Fund shall be divided into equal sums of \$400 each (any surplus amount at the end of the calendar year being capitalized), and the sum of \$400 shall be paid as an annuity each year to the number of Clergy senior in point of continuous service in the Diocese of Ottawa corresponding to the number of equal sums of \$400. As soon as there is sufficient income to place an additional annuitant on the Fund, the Director of Financial Ministry shall proceed to do so.
3. When a Cleric has become an annuitant to this Fund, he or she shall remain such unless:
 - a) the income of the Fund is not sufficient, having regard to his or her seniority referred to in Section (2), to pay the annuity;
 - b) he or she transfers to another diocese; or
 - c) he or she comes under ecclesiastical censure;but in the last case, the annuity may be restored at the discretion of the Bishop when and if such censure is lifted.
4. For the purpose of this Regulation, the seniority of a Cleric shall be considered to begin on the date on which he or she takes up actual duty in the Diocese of Ottawa; and any question of seniority or interpretation of this Regulation shall be decided by the Bishop, whose decision shall be final.
5. The Director of Financial Ministry shall maintain a list of Clergy in waiting for the Clergy Trust Fund.
 - a) For the purposes of this Regulation, Clergy in the Diocese of Ottawa become eligible for the waiting list for the Clergy Trust Fund upon:
 - i) ordination and taking up an appointment in a parish or Diocesan Ministry, or
 - ii) being received by the Bishop from outside the Diocese and taking up an appointment in a parish or Diocesan Ministry.
 - b) Clergy on the waiting list for the Clergy Trust Fund shall remain eligible so long as they are in continuous service in the Diocese.

- c) Clergy on the waiting list for the Clergy Trust Fund may be removed from the waiting list upon entering full-time secular employment.
- d) Clergy on leave from the Diocese for more than four consecutive years shall be removed from the waiting list. On returning to the Diocese and taking up an appointment in parish or Diocesan Ministry, the Cleric shall have his or her name put at the foot of the waiting list.

R.3.32 DIVINITY STUDENTS FUND

1. The Divinity Students Fund shall consist of the existing Divinity Students Fund and of all collections, subscriptions, donations and legacies given for assisting students in Divinity.
2. The Bishop may, at his or her discretion, when provided with the necessary funds, authorize a grant to any student in Divinity upon the following conditions:
 - a) The applicant shall declare in writing that he or she is actually in need of assistance and shall produce a certificate from a physician in good standing, duly approved by the Postulancy Committee or the Bishop, that he or she has no physical impediment, is in good health, and is free from organic disease.
 - b) He or she shall furnish such security personally, or with securities or otherwise as the Postulancy Committee may from time to time prescribe, that he or she will offer himself or herself for duty as a Lay Reader for such portion or portions of each year during his or her training as the Bishop may direct and that he or she will serve as a clergy in the Diocese of Ottawa for one year for each year that a bursary has been received from the Divinity Students Fund up to a maximum of five years, and that in case of failure to offer himself or herself for ordination or to procure the necessary testimonials within such period as may be fixed in each case by the Diocesan Council, unless delayed from illness or other cause satisfactory to the Bishop, he or she will refund the full amount received from the Fund, together with interest thereon at such a rate, if any, as the Diocesan Council may specify but not exceeding the prime loaning rate of the Synod's Bankers; provided that in case of his or her removal from the Diocese before the expiration of five years of service therein, he or she will refund an amount proportionate to the time of service left unfulfilled with interest computed as aforesaid thereon.
3. The Diocesan Council may, at its discretion, make part or all of the grants to students in Divinity, by way of scholarships and award the same in accordance with the results of such examinations as they may prescribe.

4. The Diocesan Council may use part of the income of the Fund for the purpose of making loans to students in Divinity on such terms as the Committee may determine.
5. In this Regulation the phrase “students in Divinity” shall mean persons who are preparing for Holy Orders and have been accepted by the Bishop of the Diocese as candidates therefor.

R.3.33 CLERGY RETIREMENT ALLOWANCE

1. The Retirement Allowance Fund (hereafter RAF) is established as of July 1st, 1989, for all clergy of the Diocese of Ottawa who are current contributors to the General Synod Pension Plan through the Diocese and they shall constitute the members of the RAF. An equal amount to 1 percent of pension assessable salary shall be contributed by each Parish of other salary paying source.
2. The RAF shall be administered by the Benefits subcommittee.
3. Contributions to the RAF shall be remitted monthly by the salary paying source to the Director of Financial Ministry at the Office of the Synod.
4. The RAF shall be included in the Consolidated Trust Fund of the Diocese and credited with the annual Diocesan dividend as declared from year to year, and the normal administration fee structure of the Diocese shall be applied to the RAF, payable in the first instance from amounts of principal and interest not credited to the account of any member.
5. All clergy who are members of the RAF will receive an annual statement of their holdings as of 31 December each year.
6. The administration of the RAF shall be reviewed each year by the Benefits Subcommittee and a report made to the Financial Affairs Committee.
7. Benefits shall be paid subject as hereafter provided, effective July the first, 1989:
 - a) On retirement members will receive the value of their account and the method of payment (cash or payment directly to an RRSP) will be determined between the member and the Director of Financial Ministry.
 - b) In the event of death of a member, or upon retirement for disability or ill health, or if a member leaves active service in the Diocese, then the beneficiary of the member, or the member as the case may be, shall receive the value of the member together with interest thereon to the date of payment out.’

- c) Upon leaving active service in the Diocese, members shall be entitled to a return of the value of their account to date of payment out, less an administration fee to be determined by the Financial Affairs Committee from time to time.
- 8. Payments from the RAF upon the death of a member will be made to the beneficiary named under the Group Life Insurance Policy unless otherwise stated, in writing, to the Director of Financial Ministry.
- 9. Members proceeding on leave of absence from the Diocese will have their account frozen until they return to the employ of the Diocese when it will be re-activated.
- 10. Any amount of principal or interest remaining in the RAF that is not credited to any member shall be dealt with as determined by the Diocesan Council on the recommendation of the Financial Affairs Committee.
- 11. Reciprocal transfer agreements with respect to the Retirement Allowance Fund may be made with other Dioceses, subject to the approval of the Financial Affairs Committee as to terms.

R.3.34 *UNALLOCATED*

R. 3.35 *ADVISORY COMMITTEE OF THE ANGLICAN STUDIES PROGRAM*

The Advisory Committee of the Anglican Studies Program at St. Paul University shall have the following duties and responsibilities:

- 1. to review, advise on and recommend changes in the academic program for students in the Anglican Studies Program;
- 1. to review, advise on and recommend changes in the program of field education and internship;
- 2. to advise on the definition and exercise of the responsibilities of the Coordinator of the Anglican Studies Program; and
- 3. to report annually to the Bishop and Synod of the Diocese.

R.3.36 ARCHIVIST

The duties of the Archivist are:

1. to be the custodian of the archival records and official acts of the Diocese, its Parishes and its Congregations, including, without limiting the generality of the foregoing:
 - a) the Statutes;
 - b) all Canons, Bylaws and Regulations certified under seal of the Synod by the Bishop and/or the Director of Financial Ministry which shall be deemed the original record thereof;
 - c) records of the election or appointment of church dignitaries and officers and the appointment of clergy in the Diocese including their admission into different Orders and the positions in which they may have served;
 - d) copies of Synod Journals and Directories;
 - e) Episcopal and Diocesan Office records and paper of the several offices and committees of Synod;
 - f) a description of the boundaries of the Diocese and, where available, of the several Archdeaconries, Regional Deaneries and Parishes therein;
 - g) copies of all grants, conveyances, and wills or all pertinent extracts therefrom in any way related to property granted, conveyed, bequeathed or devised for the benefit or use of the Anglican Church of Canada in the Diocese;
 - h) all completed or filled Registers of Baptisms, Confirmations, Marriages, and Burials, vestry minute books, reports to annual vestry by parish clergy, officers and committees or organizations, and all completed financial records;
 - i) records of Letters of Orders, Licences, Induction Mandates and other similar instruments issued from time to time by the Bishop to the clergy of the Diocese;
 - j) records of the Clergy who have served in the Diocese of Ottawa;
 - k) records of Clergy who served in Dioceses and Deaneries parts of which now comprise the Diocese of Ottawa;
 - l) records of the Courts and Commissions of the Diocese of Ottawa;

- m) records of prominent lay persons associated with the life and history of the Diocese;
 - n) a record of consecration of church buildings and burial grounds and of the revocation of a Sentence of Consecration; a record of all buildings and memorials dedicated by the Bishop;
 - o) records of closed parishes;
 - p) such other documents, records, photographs, and artifacts as may be considered to be of historical value to the Diocese;
2. to accession, arrange, and describe the holdings of the Diocesan Archives according to archival principles, and in the case of composite units of records and private papers to prepare more detailed finding aids;
 3. to appraise (deem worthy of retention), select, and acquire for purposes of preservation and research such non-current records of historical interest including manuscripts, private papers, printed documents, audio-visual and graphic materials, and other documentation relating to the history of the Diocese of Ottawa including the papers of individuals associated with the Diocese and with Diocesan activities;
 4. to provide research and reference service for the staff of the Diocesan Synod Office and to answer inquiries relating to the archival holdings and the history of the Diocese;
 5. to provide access to the Archives of the Diocese on a regular basis, to instruct and assist researchers in the use of the Archives, and to answer mail, telephone and personal inquiries;
 6. to advise on access to archival records and to implement such guidelines as may be deemed appropriate. Records deposited in the Archives of the Diocese shall not be removed except under extraordinary circumstances and only with the written permission of the Archivist;
 7. to prepare an annual operating budget and, as needed, a budget for capital expenditures;
 8. to report regularly to Synod on the additions to holdings as well as the services and activities of the Archives;
 9. to promote among Diocesan Organizations and Parishes the regular and routine deposit of their non-current records to the Archives;
 10. to provide consultation services on ways in which Parishes may implement appropriate

arrangement and preservation of their records;

11. to encourage donations to and the use of the Wilfred H. Bradley Reference Library;
12. to issue under the seal of the Diocese copies of certificates of baptism, confirmation, and marriage as well as transcripts of burial,
13. to establish a rota of volunteers to assist in undertaking a variety of archival tasks for which their interests, training, and skills may be appropriate;
14. to encourage support of the archival program of the Diocese;
15. to promote an interest in Anglican Church history through research and the exhibit of church records;
16. to co-operate with the general Synod Archivist and with other Diocesan Archivists on the acquisition and diffusion of Anglican Church records through the exchange of finding aids, the microfilming of records, and the use of established procedures for the arrangement and description of such records;
17. to provide access to the archives for members of the general public for research and reference;
18. to levy and collect fees and other such charges as from time to time may be considered appropriate in accordance with a schedule of fees approved from time to time by the Financial Affairs Committee.

R.3.37 ARCHIVES ADVISORY COMMITTEE

The duties of the Archives Advisory Committee shall include without limiting:

1. formulating and establishing policies for a continuing records management program for current records of the Synod, its officers, committees, and parishes in order to provide for the subsequent archival retention of those items of enduring research and historical value;
2. overseeing the archival, reference, and heritage needs, both physical and operational, of the Diocese and recommending such measures as may be deemed advisable to advance the preservation and use of the historical records, documents, books, and artifacts held in the Diocesan Archives;
3. promoting the development and use of the Wilfred H. Bradley Reference Library as an integral part of the Diocesan Archives; and

4. co-operating with the Canadian Church Historical Society in promoting interest in the history of the Christian Church with specific emphasis on Canada and Anglicanism.

R.3.38 **TERMS OF REFERENCE FOR SUBCOMMITTEES AND MANAGEMENT BOARDS**

The Committees of the Diocese are responsible for establishing and overseeing subcommittees as necessary for their function, and as provided for elsewhere in these Regulations. The subcommittees and management boards report directly to their respective Committees, who remain responsible for the work carried out by the subcommittees and management boards, and which forms part of the mandate of each Committee. Each subcommittee may have additional guidelines which amplify these Terms of Reference.

GOVERNANCE AND COMMUNICATIONS COMMITTEE

1. **Canons, Bylaws and Regulations Subcommittee**

- a) There shall be a subcommittee of the Governance and Communications Committee (“GCC”) known as the Canons, Bylaws and Regulations (“CBRs”) Subcommittee, which shall recommend its membership to the Committee to meet the requirements of the Terms of Reference.
- b) The Chancellor is the Officer of Synod ultimately responsible for the work of the CBRs Subcommittee which shall include two clergy, one being the Clerical Secretary, and three lay persons, one being the Lay Secretary, and another being a member of the Bar of the Province of Ontario.
- c) The CBRs Subcommittee shall advise on and draft proposed changes to the CBRs and more particularly shall:
 - i) consider proposed changes to the CBRs referred to it by the Synod or by the Diocesan Council and report thereon through the GCC to the Diocesan Council and thereafter to the Synod as required;
 - ii) review the CBRs from time to time and, as a result, report to the GCC and the Diocesan Council and thereafter to the Synod as required on any changes it considers necessary, and
 - iii) arrange for the distribution of duly approved changes to update copies of the CBRs held by the GCC, Diocesan Council, Parishes and by Diocesan Officers, and which may be either in hard copy or by electronic means.

2. **Communications Subcommittee**

- a) There shall be a subcommittee of the Governance and Communications Committee known as the Communications Subcommittee, composed of those members that the Committee deems necessary to meet the requirements of the Terms of Reference.
- b) The Chairperson of the GCC shall appoint the Chairperson of the Subcommittee, and in addition to the Chairperson there shall be at least one clergy member and one lay member. The Bishop and the Chairperson of the GCC shall both be *ex officio* members of the Subcommittee.
- c) The Communications Subcommittee shall:
 - i) provide support to the Bishop and the Diocesan Council in fostering a culture of two-way communication and information exchange within the Diocese of Ottawa, and which advances the mission, vision and ministries of the Diocese;
 - ii) provide advisory and consultative guidance and support to Diocesan committees and to parishes in the implementation of their respective roles and responsibilities, in particular to ensure coordinated Diocesan internal and external communications;
 - iii) provide advice and oversight to all Diocesan communications activities, ensuring materials are consistent and responsive to the overall communications strategy and needs of the Diocese;
 - iv) regularly consult with parishes to hear their communications concerns and obtain their ideas;
- d) The Communications Subcommittee may undertake surveys and studies, in cooperation with other Diocesan committees and ministries as appropriate, to determine the effectiveness of the Diocesan communications objectives, and shall recommend amendments as necessary.
- e) There may from time to time be a Communications and External Relations Officer, whose major role and responsibility would be to assist the Bishop and the Communications Subcommittee in implementing the communications policy and strategic communications plan of the Diocese, and in the daily operational implementation of the annual communication plans and activities.

3. **Nominations and Committee Development Subcommittee**

- a) There shall be a subcommittee of the Governance and Communications Committee known as the Nominations and Committee Development Subcommittee, consisting of experienced clergy and laity with responsibilities to:
 - i) help recruit qualified candidates to fill vacancies identified by Committees;
 - ii) communicate with and reach out to all clergy and key laity on behalf of all committees in order to identify individuals who meet the profiles of people needed for various positions;
 - iii) propose new members for Diocesan Council and other synodical committees, for selection by Synod in accordance with established procedures;
 - iv) exercise oversight of the committee and subcommittee structure and propose to Diocesan Council such procedures and policies as are necessary for the effective and efficient functioning of the committee system;
 - v) prepare, in conjunction with the Communications Subcommittee and the Bishop, messages to all parishes on the recruitment policy and the need for volunteers;
 - vi) coordinate with Committee chairpersons to develop a long- and short-term list of upcoming needs and skills profile.

- b) The Subcommittee shall be responsible to present to Synod nominations for election by Synod:
 - i) to the Diocesan Council;
 - ii) as delegates to General and Provincial Synods;
 - iii) members of any boards or committees requiring elections of members by the Diocesan Synod.

- c) Not later than the month of January of each year, the GCC shall renew or update membership of the Nominations and Committee Development Subcommittee consisting of five to six members. One member shall always be a representative of the GCC.

- d) In the case of any candidates to be presented to Synod for approval or election, attention shall be paid to ensuring that Diocesan Council shall always benefit from a balance of skills and experience, and to ensuring diversity among nominees and Diocesan Council as a whole.

- e) The GCC shall have discretion over the procedures, requirements and timelines associated with the Nominations processes, taking all factors into consideration.

4. **Synod Management Subcommittee**

- a) There shall be a subcommittee of the Governance and Communications Committee known as the Synod Management Subcommittee (“SMSC”), which shall recommend its membership to the Committee to meet the requirements of the Terms of Reference.
- b) The SMSC shall:
 - i) have responsibility for nominating members for the sessional committees necessary to fulfill its mandate for operational management of the Synods of the Diocese.
 - A) The required sessional committees include: Scrutineers, Resolutions, Credentials and Review of Minutes.
 - ii) make provision for regular Services of Worship during each Session of the Synod;
 - iii) ascertain which items of business shall be brought before the Synod;
 - iv) shall use as a framework the theme (annual or multi-year) and strategic direction of the Diocese, provided by the GCC and the Diocesan Council, in planning for the meeting of Synod;
 - v) establish the space, equipment, technical and meal requirements for Synod and to ensure that these needs are met;
 - vi) establish a schedule of submission deadlines and events leading up to Synod;
 - vii) establish guidelines for the preparation for and ordering of the business of Synod;
 - viii) be responsible for all planning for Synod;
 - ix) ensure the smooth functioning of Synod while Synod is in session;
 - x) be responsible for the financial operation of Synod by:
 - A) proposing a general budget and registration fee for approval by the GCC in consultation with the Director of Financial Ministry;
 - B) the Chairperson of the SMSC shall have the authority to sign a contract on behalf of the Diocese to secure a venue for Synod and for related services with the approved budget.

COMMUNITY MINISTRY DEVELOPMENT COMMITTEE

The Management Boards are Subcommittees of the Community Ministry Development Committee (“CMDC”) and are accountable to the CMDC. The Management Boards have

authority as delegated by the CMDC on matters related to programs, services and budgets within their mandates.

5. Centre 454 Management Board

- a) The Centre 454 Management Board shall be composed of six to ten members, of whom a minimum of one member shall also be a member of the CMDC. The Director of Centre 454 shall be an *ex officio* member.
- b) The mandate of the Centre 454 Management Board is to provide support, leadership and oversight to Centre 454. In particular the Management Board is responsible for:
 - i) ensuring programs and services are consistent with the mission and values that have been established by the Diocese for Centre 454 and recommending changes, from time to time, in the strategic direction of Centre 454;
 - ii) overseeing and monitoring the financial and operational management of Centre 454;
 - iii) developing approaches to monitor the effectiveness of programs and services within its mandate and reporting to the CMDC on program effectiveness;
 - iv) providing advice and feedback to Centre 454 leaders on program development and performance;
 - v) reviewing program and service requests and proposals and reporting on them to CMDC as required;
 - vi) working with community partners in identifying solutions to community issues, and
 - vii) overseeing risk management and ensuring development of procedures and strategies to manage risk, in accordance with the policies of CMDC and the Risk and Audit Committee.

6. Cornerstone Management Board

- a) The Cornerstone Management Board shall be composed of six to ten members, of whom a minimum of one member shall also be a member of the CMDC. The Director of Cornerstone shall be an *ex officio* member.
- b) The mandate of the Cornerstone Management Board is to provide support, leadership and oversight to Cornerstone. In particular the Cornerstone Management Board is responsible for:

- i) ensuring programs and services are consistent with the mission and values that have been established by the Diocese for Cornerstone, and recommending changes, from time to time, in the strategic direction of Cornerstone;
- ii) overseeing and monitoring the financial and operational management of Cornerstone;
- iii) developing approaches to monitor the effectiveness of programs and services within its mandate and reporting to the CMDC on program effectiveness;
- iv) providing advice and feedback to Cornerstone leaders on program development and performance;
- v) reviewing program and service requests and proposals and reporting on them to CMDC as required;
- vi) working with community partners in identifying solutions to community issues, and
- vii) overseeing risk management and ensuring development of procedures and strategies to manage risk, in accordance with the policies of CMDC and the Risk and Audit Committee.

7. **Ottawa Pastoral Centre Management Board** (otherwise known as the Ottawa Pastoral Counselling Centre)

- a) The Ottawa Pastoral Centre (“OPC”) Management Board shall be composed of six to eight members, of whom a minimum of one member shall also be a member of the CMDC. The Executive Director of OPC shall be a member.
- b) The mandate of the OPC Management Board is to provide support, leadership and oversight to OPC. In particular the OPC Management Board is responsible for:
 - i) ensuring programs and services are consistent with the mission and values that have been established by the Diocese for OPC, and recommending changes, from time to time, in the strategic direction of OPC;
 - ii) overseeing and monitoring the financial and operational management of OPC;
 - iii) developing approaches to monitor the effectiveness of programs and services within its mandate and reporting to the CMDC on program effectiveness;
 - iv) providing advice and feedback to OPC leaders on program development and performance;
 - v) reviewing program and service requests and proposals and reporting on them to CMDC as required;
 - vi) working with community partners in identifying solutions to community

- issues, and
- vii) overseeing risk management and ensuring development of procedures and strategies to manage risk, in accordance with the policies of CMDC and the Risk and Audit Committee.

8. **The Well Management Board**

- a) The Well Management Board shall be composed of six to ten members, of whom a minimum of one member shall also be a member of the CMDC. The Co-Directors of The Well shall be *ex officio* members.
- b) The mandate of The Well Management Board is to provide support, leadership and oversight to The Well. In particular The Well Management Board is responsible for:
 - i) ensuring programs and services are consistent with the mission and values that have been established by the Diocese for The Well, and recommending changes, from time to time, in the strategic direction of The Well;
 - ii) overseeing and monitoring the financial and operational management of The Well;
 - iii) developing approaches to monitor the effectiveness of programs and services within its mandate and reporting to the CMDC on program effectiveness;
 - iv) providing advice and feedback to The Well leaders on program development and performance;
 - v) reviewing program and service requests and proposals and reporting on them to CMDC as required;
 - vi) working with community partners in identifying solutions to community issues, and
 - vii) overseeing risk management and ensuring development of procedures and strategies to manage risk, in accordance with the policies of CMDC and the Risk and Audit Committee.

PARISH MINISTRY DEVELOPMENT COMMITTEE

9. **Baptismal Ministry Formation Subcommittee**

- a) The Baptismal Ministry Formation Subcommittee shall be composed of between five to seven members, with a balance between lay and ordained, gender and age as required to carry out the work of the Subcommittee. Two staff members may

be appointed to attend meetings as needed, as resource persons.

- b) The primary tasks of the Baptismal Formation Subcommittee are to oversee those aspects of ministry in the Diocese with respect to the baptismal ministry of both lay and ordained persons. Specifically this Subcommittee is not directly responsible for the professional training of clergy.
- c) The guiding principles of this Subcommittee are those of the Diocesan mission, vision and goal, together with the key phrase “How do the waters of Baptism run through this ministry?”.
- d) The Subcommittee shall meet up to four times each year, or more often as needed, in support of Diocesan staff and volunteer ministries.

10. **Congregational Development Subcommittee**

As a gathered group of Christians we are called:

- a) to provide practices and programs which empower congregations to be healthy, vibrant communities of worship;
- b) to provide a range of resources to congregations;
- c) to provide opportunities for congregations to gather for dialogue and learning in areas such as stewardship, hospitality, leadership, *et cetera*;
- d) to be accessible easily to congregations and their parishioners;
- e) to meet five times each year as a subcommittee, and
- f) to report to Diocesan Council through the Parish Ministry Development Committee.

FINANCIAL AFFAIRS COMMITTEE

11. **Benefits Subcommittee**

- a) There shall be a minimum of five members of the Benefits Subcommittee, with representation from clergy and lay. The Director of Financial Ministry sits as a non-voting resource person.

- b) The Benefits Subcommittee deals with issues of pay and benefits for clergy as well as other Diocesan employees. In particular, the areas of concern which are regularly reviewed include:
 - i) Clergy Stipendiary Scales
 - ii) Clergy Travel, Housing and Other Allowances
 - iii) Travel Reimbursement Rates
 - iv) Supply Ministry and Per Diem Rates
 - v) Group Health and Insurance Benefit Plans
 - vi) Pension Plans
 - vii) Clergy Personnel Policies Manual
 - viii) Synod Office Lay Staff Personnel Policies
 - ix) Synod Office Lay Staff Salary Scales
 - x) Synod Staff Performance Review Program
 - xi) Employee Assistance Program
 - xii) Continuing Education Plan
 - xiii) Retirement Preparedness Information
 - xiv) Parish/Lay Staff Benefits issues
 - xv) Other pertinent and related issues

- c) All motions passed by the Subcommittee are reported to the Financial Affairs Committee as recommendations and can only be implemented by the Financial Affairs Committee.

12. Fair Share Review Subcommittee

- a) There shall be four to six members on the Fair Share Review Subcommittee with representation from clergy and lay. The Director of Financial Ministry sits as a non-voting resource person.

- b) The annual meeting of the subcommittee shall be held in May.

- c) The Fair Share Review Committee oversees issues related to the Parish Fair Share and in particular:
 - i) oversees the Statistical Return document, modifying it when required to arrive at the best collection of data;
 - ii) assists the Director of Financial Ministry in reviewing the Statistical Returns received from parishes, and
 - iii) considers appeals by parishes for Fair Share adjustments arising from anomalies in income and approves adjustments after considering the parish's unique situation and the importance of consistency in the

application of the Parish Fair Share calculation for all parishes.

- d) All motions passed by the subcommittee are reported to the Financial Affairs Committee as recommendations and can only be implemented by the Financial Affairs Committee.

13. **Investment Subcommittee**

- a) The Investment Subcommittee shall have a maximum of six members plus three non-voting members appointed by virtue of their office, being:
 - i) the Bishop, or the Bishop's designate;
 - ii) the Director of Financial Ministry, and
 - iii) one full-time priest appointed by the Bishop.
- b) The remaining members need not be office holders of the Ottawa Diocese.
- c) Members shall be appointed for a three-year term, and may be reappointed for a further three-year term.
- d) The Investment Subcommittee oversees the management of the investments of the Consolidated Trust Fund ("Fund") of the Diocese.
- e) The subcommittee also provides policy advice where appropriate and ensures that the Fund is managed consistent with the policies set out in the Anglican Diocese of Ottawa Consolidated Trust Fund Investment Policy Statement ("Statement") and with all applicable legal requirements, including the *Income Tax Act* (Canada) and the *Ontario Trustee Act*.
- f) In particular, the subcommittee shall:
 - i) recommend for the Financial Affairs Committee (FAC) approval an Investment Advisor or Lead Manager and, where required, a Custodian;
 - ii) monitor the investment performance of Fund assets, and provide quarterly and annual reports thereon to the FAC;
 - iii) recommend to FAC an annual dividend to be paid to Fund unit holders, mindful of the financial needs of unit holders and of the need over time to avoid erosion of the capital of the Fund;
 - iv) keep itself informed regarding the legal and regulatory requirements and constraints set out in the Statement and in applicable trust, securities and other legislation;
 - v) provide the Investment Advisor or Lead Manager with adequate advance

- vi) notice of any significant non-routine deposits or withdrawals, and review annually the Statement and recommend changes, if any, to FAC.

RISK AND AUDIT COMMITTEE

14. **Audit Subcommittee**

- a) The Audit Subcommittee shall be composed of a minimum of four members appointed by the Risk and Audit Committee. At least one member of the Subcommittee must have an accounting designation and all members must be financially literate. Executive Officers of the Diocese are excluded as members.
- b) The Subcommittee shall meet at least twice each year, or as necessary, and may hold special meetings as circumstances require.
- c) The purposes of the Subcommittee are to:
 - i) monitor the quality and integrity of the accounting and financial reporting process, and the systems of internal control through discussions with management and the external auditors;
 - ii) oversee the quality and objectivity of the financial statements and the independent audit thereof;
 - iii) review the results of the external audit, any areas of financial risk as a result of a review of the internal controls, any significant problems encountered in performing the audit, and management's response and/or action plan related to any Management Letter issued by the external auditors and any significant recommendations contained therein, and
 - iv) act as a liaison between the independent auditors and the Risk and Audit Committee.
- d) Duties and powers: to carry out the purposes specified above, the Subcommittee shall have the following duties and powers to
 - i) recommend to the Risk and Audit Committee the selection of the independent auditors, on the condition that the independent auditors are ultimately responsible to Synod and that the Diocesan Council shall have the authority and responsibility to select, evaluate and, where appropriate, replace the independent auditors or to nominate the outside auditor to be proposed for Synod approval;
 - ii) recommend to the Risk and Audit Committee the appropriate audit fees;
 - iii) meet with the independent auditors, including private meetings as necessary, to

- A) review the arrangements for and scope of the annual audit of the Diocese and any special audits;
 - B) discuss any matters of concern relating to the financial statement, including any adjustments to such statements recommended by the auditors, regulatory and tax compliance matters considered in the preparation of the financial statements, or other results of said audit(s);
 - C) consider the auditors' comments with respect to the financial policies and procedures and internal accounting controls of the Diocese, and management's responses thereto, and
 - D) to review the form of the opinion the auditors propose to render to Synod and members of the Diocese.
- iv) review such other matters or information that the Subcommittee believes may be relevant to the auditors, the audit engagement, the financial policies and procedures, or internal accounting controls of the Diocese;
 - v) report its activities to the Risk and Audit Committee and to make such recommendations to the Risk and Audit Committee with respect to the above and other matters as the Subcommittee may deem necessary or appropriate, and
 - vi) authorize the right of appointed auditors to call a meeting with the Subcommittee or participate in Subcommittee meetings when they deem it necessary.
- e) Resources and authority. The Subcommittee shall have the resources and authority appropriate for purposes of discharging its responsibilities under these Terms of Reference, including the authority to consult with counsel and/or to retain such experts or consultants as the Committee deems necessary or appropriate to fulfill such responsibilities at the expense of the Diocese;
 - f) The Subcommittee shall review the Terms of Reference and the CBRs that pertain to financial matters at least annually and recommend any changes to the Risk and Audit Committee.

15. Insurance Subcommittee

- a) The Insurance Subcommittee shall be comprised of five members, with representation from clergy and lay. The Director of Financial Ministry sits as a non-voting resource person.
- b) The purpose of the Insurance Subcommittee is to provide guidance and experience to the Diocesan administration in dealing with the insurance liability and property

issues arising from the ownership, operations, responsibilities and insurance-related risk exposures facing the Diocese, on a day-to-day basis throughout the year.

- c) In particular, the areas of concern which are regularly reviewed include:
 - i) Property and liability insurance issues and policies
 - ii) Building inspections and valuations, and content inventory of insured locations and operations
 - iii) Claims occurrences
 - iv) Policy coverages and premiums
 - v) Property rental procedures and agreements
 - vi) Construction, renovation and general maintenance updates
 - vii) Other related issues as they arise.

- d) All motions passed by the Subcommittee are reported to the Risk and Audit Committee as recommendations and can only be implemented upon approval by the Risk and Audit Committee.

REGULATION 4

THE CLERGY

R.4.01 STIPENDS AND SALARIES

1. The Financial Affairs Committee shall, following publication of the Consumer Price Index as at April 30th in each year, arrange for the drafting of a table of stipend rates for the succeeding calendar year generally based upon the application of the year over year percentage increase in the Consumer Price Index to the stipend rates of the calendar year in progress.
2. The table of stipend rates thus arrived at shall be submitted for the approval of the Diocesan Council and once such approval is given, shall take effect as of the first day of January of the year in which the stipend table applies, subject only to the approval of the Synod at its next regular meeting. The stipend table shall be included by the Diocesan Council in the reports submitted by it to the Synod for approval and shall be published in the Synod Journal.
3. BISHOP'S SALARY BOARD
 - a) The Bishop's Salary Board ("the Board") shall once a year assess and/or review the remuneration of the stipendiary clergy in the Diocese. This assessment and review normally would be undertaken in June each year. A stipend rate will be established for the clergy when the stipend table for the year to which the rate applies is available and which rate may take account of any resulting increase in personal income tax.
 - b) The evaluation of clergy remuneration by the Board will be made primarily on the criteria of ability, experience, education, training and personal effectiveness, and the Bishop may be asked to furnish advice to the members of the Board based on his or her knowledge of each cleric and other data available to the Bishop, including without limitation, evaluation reports. In its deliberations, the Board shall be guided by the Task Force Report on Clergy Personnel and Emoluments approved by the Synod in 1972; the Clergy Benefits Report No. 4 (ref. Motion Paper in 1974 Synod Journal, pages 51-56) and the final Clergy Benefits Report No. 4 (published in the 1974 Synod Journal, pages 132-153) as approved by the Synod.
 - c) Those members of the Board who are appointed by the Bishop shall serve their terms in such a way as to ensure that one of them, at least, has been a member in the previous year, and it is not anticipated that the annual term of any member will

be renewed more than twice, except to start the continuity and replacement cycle of Board membership.

- d) There shall be no formal record kept of the discussions of the Board. The views of individual Board members will be treated as confidential, as will be the salaries of individual clergy, except that Churchwardens of each Parish and others who require the information in the discharge of their duties shall be entitled to be advised of the salaries and any other benefits of the Incumbent and Assistant Curate, if any, as it concerns their respective Parishes.
- e) When the Bishop, in consultation with the Board, has made his or her determination of salaries for the stipendiary clergy of the Diocese, the Bishop shall notify in writing not later than September 15th, each clergy of the salary awarded to him or her, and where the clergy is serving in a parish, the Treasurer and Churchwardens of that parish shall also be advised thereof by the Director of Financial Ministry:
 - i) to assist the parish in financial planning and budgetary preparation, and
 - ii) to provide opportunity for an appeal to be made against the decision of the Board.
- f) The Bishop's Salary Board shall consider the long-term yearly impact of salary changes (increased seniority, retirements, new clergy and transfers of clergy to and from other Dioceses) on the total Cost of Priestly Services.

4. APPEALS

- a) Upon receiving written notice of the salary awarded, each clergy, and if he or she is serving in a parish, then the Churchwardens of that parish also, is/are entitled to ask that the amount thereof be reviewed in his/her or their presence by the Board as hereafter provided; otherwise, the salary award is taken to have been accepted by those concerned.
- b) Written notice of the appeal shall be received by the Bishop at the Synod Office within 10 days of the advice of the salary award having been received. The notice shall contain a concise statement of the grounds of the appeal.
- c) Upon receipt of any such notice of appeal, the Bishop shall, as soon as conveniently possible, seek to convene the Board, upon reasonable notice to those concerned so that the amount of the award may be reviewed in their presence. In all cases, the decision of the Bishop in consultation with the Board shall be final, and the amount as determined shall, where the clergy is serving in a parish, be

included as a first charge on income in the budget for that parish.

5. ALLOWANCES AND BENEFITS

The Financial Affairs Committee shall review allowances and benefits provided for clergy in the Diocese from time to time and its recommendations shall be reported to the Diocesan Council.

6. HEALTH BENEFITS

Stipendiary clergy shall have, as part of their remuneration, a contribution of 50% of the individual cost of premiums for Extended Health Benefits and Dental Benefits paid by the Synod, it being understood that no such benefit will be applicable to those who have chosen not to enroll in these plans.

7. TRANSPORTATION ALLOWANCE

- a) The basic Transportation Allowance is based on the cost of operating a vehicle for the average of 9,000 miles/14,484 kilometres of a clergy travel on parochial duty, which amount is to be added to stipend in the calculation of pensionable income.
- b) In the Deanery of Clarendon, a supplementary Transportation Allowance will be added to assist in payment of mandatory costs that are higher than comparable costs in Ontario.
- c) A Supplementary Transportation Allowance will be added where the Incumbent and Churchwardens agree to a number of miles/kilometres in excess of 9,000 miles/14,484 kilometres that are required by parochial duties.
- d) A Travel Allowance rate will be set for clergy and others in the Diocese who are not eligible for Transportation Allowances.
- e) A Travel Allowance rate will be set for all who travel outside the Diocese in the business of the Church.
- f) A Travel Allowance rate will be set for the particular circumstances where those in receipt of Transportation Allowances are also eligible for a Travel Allowance.

The rates for these allowances are set by the Financial Affairs Committee and may be amended from time to time, and shall be approved by the Diocesan Council as a part of the annual Clergy Benefits Report which is subsequently published in the Synod Journal.

8. HOUSING ALLOWANCE

Where a cleric does not occupy housing provided by the parish in which he or she serves or by the Diocese, the cleric shall receive an allowance for housing to be established on an individual basis by the Archdeacon and the Churchwardens in consultation with the cleric, having regard to those components described in the Clergy Personnel Policy approved by the Diocesan Council in 1998; and also having regard to housing allowance rates, if any, established from time to time by the Financial Affairs Committee on the recommendation of the Clergy Benefits Subcommittee. Such rates may be reviewed periodically by the Diocesan Council or the Synod, having regard to the costs of housing where the clergy is located in the Diocese.

9. MOVING EXPENSES & RELOCATION ALLOWANCE

- a) The Synod covers the moving costs of clergy between appointments within the Diocese, according to the procedures described in the Clergy Personnel Policy approved by the Diocesan Council in 1998.
- b) All clergy, whether appointed from outside or from within the Diocese to a position in the Diocese, shall be entitled to certain relocation allowances. Seven hundred and fifty dollars is provided to relocating clergy to help offset the costs of setting up a new home. If the cleric is undertaking ministry in a new parish but is not moving residence, no housing relocation allowance is provided.
- c) The Synod will also cover the moving costs of clergy upon retirement, according to the same procedures for covering moving costs of clergy between appointments within the Diocese, but only if the cleric is moving out of a Rectory and to within the Diocese of Ottawa.
- d) A cleric may apply for payment of moving expenses in special circumstances not specifically covered by this regulation.

10. SPECIAL ALLOWANCE

Added remuneration may be granted to a cleric who because of special circumstances has assumed temporarily additional responsibility or service, or has incurred additional expenses beyond those usually associated with his or her appointment. Such added remuneration shall be authorized by the Bishop's Salary Board on the recommendation of the Bishop, or it may be based upon representation made on behalf of a parish priest by the Churchwardens of that Parish and concurred with by the Bishop. The amount of added remuneration awarded should not exceed 25% of the stipend already paid to the cleric and would be payable for the period of the additional responsibility or service, or of additional expenses incurred beyond those usually associated with his or her appointment. Such additional remuneration would not be pensionable under General Synod Canon 8, and in the case of a temporary appointment normally would be

issued in arrears at the termination of such an appointment; it would be taxable and subject to deductions for Canada Pension and Unemployment Insurance.

11. ESTABLISHMENT GRANT

- a) The Establishment Grant is monies granted by the Diocese to assist a newly ordained Deacon or Priest in acquiring clothing, vestments, and other necessities to his or her Office and appointment in the Diocese. From and after January 1, 1979, such Grant shall be in the maximum amount of \$2,000 to be made payable either:
 - i) in the amount of \$1,000 upon being ordained and appointed to an Assistant Curate or to a staff position in the Diocese, and in the remaining amount of \$1,000 upon being appointed to his or her first Incumbency in the Diocese; or
 - ii) if the first appointment is to an Incumbency, then the Grant in the amount of \$2,000 may be paid at one time.
- b) Upon receiving any monies from an Establishment Grant, the Deacon or Priest shall sign such undertaking, provide such security, or otherwise as the Diocese may require, and shall agree that if ordained, such person shall serve in Holy Orders in the Diocese as the Bishop may determine for three years; and that failure to do so may result in repayment to the Diocese of all monies received from an Establishment Grant, together with such interest and on such terms, if any, as the Diocesan Council shall specify.
- c) Regardless of any other provision in this Regulation, if a Deacon or priest, following ordination is transferred at the invitation or with the consent of the Bishop to this or to some other Diocese and receives an appointment in that Diocese, reimbursement of such monies, as have been advanced from an Establishment Grant or similar grant in another Diocese, may be subject of negotiation between the Bishops of the Dioceses affected, but in no case would the amounts to be reimbursed exceed either:
 - i) \$1,000 at the time of appointment to an Assistant Curacy or to a staff position, or exceed an additional \$1,000 where appointment is made to a first Incumbency; or
 - ii) a maximum of \$2,000.00 if the first appointment is to an Incumbency.

12. CLERGY CONTINUING EDUCATION PLAN

From and after 1977, each stipendiary clergy in the Diocese shall be a member of the Continuing Education Plan of the General Synod and shall be subject to the provisions of Canon XII of the General Synod and its regulations; except that those clergy who become eligible to be a member of the Plan after attaining the age of 60 years may choose not to be enrolled in the plan.

13. GROUP LIFE INSURANCE PLAN COVERAGE

Every active clergy of the Diocese and every lay employee of the Diocese from and after January 1, 1981 shall have group life insurance plan coverage under the General Synod Pension Plan in an amount of \$100,000 for himself or herself, and the premiums for such coverage shall be borne entirely by the Synod from income from the Diocesan Benefits Trust Fund Account.

14. CENTRAL PAY

The remuneration of all clergy in the Diocese shall be paid out of the Parochial Pay Fund of the Diocese. All monies to be reimbursed by a Parish for the remuneration of the Cost of Priestly Services shall be remitted by Bank Order or by cheque to the Synod Office, for the attention of the Director of Financial Ministry, on or before the 25th day of each month or the last banking day before that date if it falls on a non-banking day. It is also required that Parishes receiving, or receiving credit for, monies from any endowment or other trust fund used or to be used to augment stipends or allowances for clergy shall deliver up or assign the same to The Incorporated Synod of the Diocese of Ottawa for the Parochial Pay Fund. All monies received from a Parish for support of clergy shall be credited and shown on the Parish Assessment Statement maintained by the Diocese.

15. CLERGY TRANSITION PERIODS

- a) When the Incumbency of a Parish becomes vacant, and until an Incumbent shall have been licensed thereto, the Bishop may arrange full-time interim clergy for the parish. In such case the Churchwardens of the Parish would continue to remit to the Synod Office each month the same amount specified by the Synod Office for the Cost of Priestly Services that was remitted before the Incumbency first became vacant.
- b) In the case that part-time clergy is appointed during the interim period, the parish shall continue to remit both the Equalization Portion of the Cost of Priestly Services and any additional sum required for the part-time clergy appointed, who shall be paid through the Synod Office.

16. EQUALIZED COST OF PRIESTLY SERVICES APPEALS

ECOPS Assessments may be appealed by parishes when those assessments have been affected by anomalies in their financial position or reporting. To do so, parishes may appeal their assessable income determination with the Fair Share Review Subcommittee (which meets in May each year). Otherwise, parishes should seek assistance through a support grant.

17. NEWLY ORDAINED ASSISTANT CURATES

Parishes receive a reduction of the Base COPS for assistant curates in the first three years of their ordination. Newly ordained assistant curates will be assessed at 85% Base COPS for their first year of ordination (this 15% reduction will be extended into the next full calendar year, if their appointment was made after June 1). 90% Base COPS in their second full calendar year, and 95% Base COPS in their third full calendar year.

R.4.02 PARISH PENSION ASSESSMENT

1. In this Regulation "Parish" means any charge, mission, congregation or office in the Diocese of Ottawa.
2. The rates and basis of assessment on behalf of the Clergy of the Diocese who are members of the General Synod Pension Plan shall be as required under the Regulations of that Plan.
3. The Assessment due from the paying source shall be remitted by the Parish monthly to the Synod Office as provided in this Regulation for the remuneration of the Clergy. Deduction of the assessment due from the member from his or her salary shall be made in the Synod Office, which is responsible for the forwarding of the proceeds of both assessments in payment of the contributions required to the General Synod Pension Fund.

REGULATION 5

THE PARISH

R.5.01 PARISH LANDS AND BUILDINGS

1. Before calling a meeting of the Vestry to deal with any matter respecting lands and buildings as provided for in this Regulation, in Bylaw B.3.22, in Canon 3.13, or otherwise, the Incumbent and Churchwardens shall first consult with the Bishop to discuss any proposal before it is made to the Vestry.
2. In order to facilitate approval by the Diocesan Council, the Incumbent and Churchwardens shall forward the following information and material to the Director of Financial Ministry; namely:
 - a) Respecting purchases:
 - i) certified copy of Vestry resolution;
 - ii) general description of property (with sketch of location);
 - iii) purchase price;
 - iv) method of financing purchase and statement of Parish's financial condition with respect to purchase;
 - v) some evidence as to value, preferably by a disinterested party;
 - vi) copy of offer (if available); and
 - vii) statement giving details of why the property is required.
 - b) Respecting sales:
 - i) certified copy of Vestry resolution;
 - ii) general description of property (with sketch of location);
 - iii) original Deed (or advice that Deed is on file at Synod Office),
 - iv) offer to purchase; if none, statement setting forth:

- A) amount to be received;
 - B) name and address of any proposed purchaser;
 - C) terms of payment of purchase price; and
 - D) date of expected expiry of offer;
- v) proposed disposition of proceeds;
 - vi) statement as to whether property is or is not consecrated;
 - vii) some evidence as to value, preferably by a qualified valuator; and
 - viii) statement giving details of why the property is to be sold.
- c) Respecting building or structural alterations:
- i) First step (for approval in principle):
 - A) certified copy of Vestry resolution;
 - B) preliminary plans, concepts and drawings;
 - C) estimated cost;
 - D) method of financing; and
 - E) statement of why the building or alteration is required.
 - ii) Second step (for final approval):
 - A) certified copy of Vestry resolution;
 - B) final plans and specifications;
 - C) actual cost as established by a tender or conditional contract;
 - D) method of financing; and
 - E) particulars of any performance bond furnished by contractor.
 - F) All preliminary plans, concepts, drawings and estimates, and

thereafter all final plans, specifications and actual costs, shall be forwarded to the Financial Affairs Committee.

- d) Respecting mortgages or loans:
 - i) certified copy of Vestry resolution;
 - ii) general description of property (with sketch of location);
 - iii) original Deed of property (or advice that Deed is on file at the Synod Office);
 - iv) amount, terms and interest rate;
 - v) name and address of mortgagee or lender;
 - vi) statement of intention of parish as to use of proceeds;
 - vii) statement outlining method of providing funds for repayment; and
 - viii) statement as to whether the property is or is not consecrated.

- e) Respecting leases:
 - i) certified copy of Vestry resolution;
 - ii) general description of property (with sketch of location);
 - iii) terms of lease;
 - iv) rental;
 - v) proposed disposition of proceeds where Parish is to be the landlord and proposed method of financing where the Parish is to be the tenant, and
 - vi) statement giving details of why the leasing is required.

- 3. The net principal proceeds of the sale of real property that is no longer used (redundant) for the purposes of an existing worshipping community in that location within the Diocese shall be paid as soon as possible to The Incorporated Synod of the Diocese of Ottawa. The Incorporated Synod of the Diocese of Ottawa shall then, on the advice of the Financial Affairs Committee and with the approval of the Diocesan Council, disburse the net proceeds of sale as follows:

- a) In the case of the sale of surplus real property by a Parish still engaged in ministry in the Diocese of Ottawa, the Diocese may remit some or all of the net proceeds of sale to the Parish for its own capital or ministry projects, and the balance if any shall be remitted to the Church Extension Fund (CEF).
 - b) In all other cases, the net proceeds of sale shall be paid over to the CEF, except that in the circumstances specified below, the amount paid to the CEF shall be reduced, and the amount of the reduction shall be disbursed accordingly:
 - i) At the request of the Deanery in which the redundant church property was sold, the Archdeacon with the concurrence of the Bishop may propose to A&F that up to one half of the sale proceeds received be deposited in the Consolidated Trust Fund (CTF) in the name of the Diocese on behalf of the congregation(s) in the Deanery charged with pastoral care of those affected by the closing of the church. The resulting income earned will be directed to the said congregation(s). The funds so deposited will remain in the CTF for a period of five years, which may be renewed on written request to the Financial Affairs Committee by the Archdeacon of the Deanery. If not renewed, or at the end of the renewal period, the proceeds will be deposited in the CEF.
 - ii) On application by the Archdeacon on behalf of the congregation(s), from time to time, some or all of the principal remaining in trust in the CTF may be made available with approval of the Financial Affairs Committee. Approval will be given if the proposed use of funds is in keeping with the objective of promoting the ministry of the Anglican Church of Canada within the Diocese of Ottawa. The funds cannot be used for basic church operating expenses.
 - iii) If at any time within six months of the sale of the redundant property, and with the approval of the Bishop and of the Financial Affairs Committee, a project is developed to use those sale proceeds of church property, which were deposited in the CTF and which in consultation with the Archdeacon are found to be no longer appropriate in the provision of ministry in that deanery or area, the proceeds of sale shall then be used as required for the approved project.
4. HERITAGE DESIGNATION. No church, rectory or other parochial building shall be the subject of an application for designation under the Ontario Heritage Act (nor under similar heritage law in effect in the Province of Quebec), nor shall such property be encumbered by any agreements, easements, covenants or any other legal obligation whatever pursuant to such law, without the prior written approval of the Diocesan Council. Anyone seeking such approval shall apply to the Financial Affairs Committee.

5. The Financial Affairs Committee may recommend the approval of such application to the Diocesan Council if it is satisfied on all of the following points:
 - a) that, in the case of a parish, the parish seeking such approval is financially self-sufficient and is able to meet its current and reasonably foreseeable future financial obligations, except for its obligation to restore or maintain the heritage structure for which approval is sought;
 - b) that, without the approval, in the case of a parish, the parish will not have sufficient financial resources to restore or maintain the heritage structure for which approval is sought;
 - c) that the proposed heritage structure is of exceptional architectural or historical value; and
 - d) that the heritage designation and/or agreements, easements, covenants or other legal obligations will not constitute an unreasonable interference with the use of the subject lands and buildings by the relevant parish and/or the Diocese.

R.5.02 PARISH COUNCIL

1. At each Annual Meeting of the Vestry of each congregation, there shall be established a committee of the Vestry to be known, where there is one congregation in the Parish, as the Parish Council, and where there are two or more congregations in the Parish, each Council shall be known as the Congregational Council.

2. MEMBERSHIP

Except as provided in Section (7), each Council shall consist of:

- a) the Incumbent;
- b) the Churchwardens;
- c) the Parish or Congregational Treasurer, if any;
- d) the Lay Members of Synod, from that congregation, if any; and
- e) additional members as may be determined by the Annual Meeting of the Vestry elected in the manner provided for the election of Lay Members of Synod in Bylaw 5.07(5).

3. VACANCIES

Vacancies in the Council occurring between Vestry meetings may be filled by appointment by the Incumbent.

4. CHAIRPERSON

The Chairperson of the Council shall be elected annually at the first meeting of the Council and shall act as Chairperson at meetings of the Council, and in his or her absence, one of the Churchwardens shall so act; and the Council shall elect a Secretary; and the proceedings of each meeting shall be entered by the Secretary in a book to be kept for the purpose.

5. MEETINGS

The Council shall hold regular meetings, monthly if possible.

6. DUTIES

The rights, powers and duties of the Council shall be:

- a) to take appropriate action in connection with matters referred to it by the Vestry and in accordance with directions received relating thereto;
- b) to assist Incumbents in the development of policy for and support of the work of Christian education in the congregation;
- c) to receive from the Churchwardens at least quarterly a written financial statement and to make recommendations thereon;
- d) to receive the budget to be submitted at the annual meeting of the Vestry as prepared, after consultation with the Incumbent, by the Churchwardens, and to make recommendations thereon;
- e) to make recommendations on any other matter affecting the parochial and extra-parochial responsibilities of the Parish;
- f) to assist the Sidespersons in securing the regular attendance of Church members at the services of the Church;
- g) between meetings of the Vestry and subject to any applicable Statutes of Ontario and Quebec and the provisions of the Canons, Bylaws and Regulations, to have all the rights, powers and duties of the Vestry.

7. The Vestry shall have the right by resolution to change the membership, structure and duties of the Council as specified in Sections (2) and (6) provided a true copy of such resolution is filed with the Director of Financial Ministry.

R.5.03 PARISH CENTRAL COMMITTEE

1. In each Parish consisting of two or more congregations there shall be formed a committee to be known as the Parish Central Committee, herein after called “the Committee”.

2. MEMBERSHIP

The Committee shall be composed of:

- a) the Incumbent;
- b) the Churchwardens;
- c) two lay people from each congregation, one to be appointed by the Incumbent, and one elected by the Vestry; and
- d) the Lay Members of Synod.

3. MEETINGS

- a) The Chairperson of the Committee shall be the Incumbent.
- b) A Vice Chairperson shall be elected annually by the Committee.
- c) The Committee shall elect a Secretary and a Treasurer, and the proceedings of each meeting shall be entered in a book to be kept for that purpose.
- d) The Committee shall hold meetings at least four times during each calendar year.

4. DUTIES

The duties of the Committee shall be:

- a) to advise the Incumbent and Churchwardens in such matters as are of a parochial, deanery or Diocesan nature, but not those solely of an individual congregation;
- b) to consider any such matters referred to it by any of the several vestries;

- c) to receive from the Churchwardens or Treasurers at each regular meeting a written financial statement of each congregation; and
- d) to prepare from time to time recommendations for the consideration of each congregation of its share of responsibility with respect to:
 - i) assessable expenditure;
 - ii) remittances to the Synod Office for the Incumbent's salary, transportation allowances, if any, and benefits;
 - iii) rectory maintenance, if any; and
 - iv) other matters of parochial concern.

R.5.04 CEMETERY LANDS

Subject to the applicable Statutes of Ontario and Quebec:

1. Where there is a burial ground or a columbarium owned by a parish, the vestry thereof shall elect a Cemetery Board of not less than three or more than seven members who shall be members of that parish and be elected annually by the vestry to manage the affairs of the cemetery and any other buildings in connection therewith.
2. The Cemetery Board shall not enter into an agreement for the purchase or sale of land other than for the sale of burial plots or niches.
3. All monies received by a Cemetery Board shall forthwith be deposited in a trust account in the name of the Cemetery Board in a branch of any chartered bank, trust company or credit union duly registered in Ontario or Quebec, and any withdrawals therefrom by cheque or otherwise shall carry the signatures of any two members of the Cemetery Board.
4. Subject as hereafter provided respecting other monies received on capital account, all monies received by a Cemetery Board on the Ontario side of the Diocese that is to be used for care and maintenance (formerly known as perpetual care) or for pre-need cemetery supplies or services shall in the manner provided for by the Cemeteries Act (Revised) and Regulations, be held in trust in the name of that Cemetery Board with TD Canada Trust presently located at 45 O'Connor Street, Ottawa, Ontario K1P 1A4. All monies received by a Cemetery Board on the Quebec side of the Diocese that is to be used for care and maintenance (also known as perpetual care) or for pre-need supplies or services as provided for in Ontario, shall continue to be held in the Diocesan

Consolidated Trust Fund in the name of the parish having responsibility for the cemetery or columbarium. All other money received on capital account by a Cemetery Board shall be deposited in the Diocesan Consolidated Trust Fund.

The income of the trust funds net of trustees fees in each case shall be paid out to the Cemetery Board from time to time for the upkeep of the cemetery grounds or columbarium, markers and other structures therein as required by statute.

5. No monies held on capital account for a Cemetery Board shall be expended without its approval and the approval of the Incumbent and of the Financial Affairs Committee.
6. The operation, maintenance and closure of cemeteries or columbariums is under the direction of the registrar appointed under the relevant statutes of Ontario and Quebec.
7. Questions pertaining to this Regulation may be addressed to the Commissioner of Cemeteries who in turn may refer the matter to the Diocesan Solicitor.

R.5.05 ORDERS OF BUSINESS AT ANNUAL VESTRY

Unless otherwise directed by the Incumbent and Churchwardens, the order of business at the annual Vestry meeting shall be as follows:

1. opening prayers;
2. election of Chairperson (if applicable);
3. announcement by the Churchwardens of their appointment of the Vestry Clerk, and if the Vestry Clerk is absent, the election of a member present to act as Secretary of the meeting;
4. reading, correction and confirmation of the Minutes of last annual meeting, and Minutes of any other meeting that have been confirmed;
5. Incumbent's report upon condition, progress and needs of the Parish;
6. presentation and adoption of Churchwardens' financial statement with Auditor's report;
7. adoption of the budget for the ensuing year, including a statement of the share of the Diocesan Budget for Maintenance and Mission;
8. report from Parish or Congregational Council and Parish Central Committee as applicable;

9. appointment and election of Churchwardens;
10. appointment or election of a Convenor of Sidespersons;
11. election Lay Members of Synod;
12. appointment and election of the Parish or Congregational Council;
13. election of one member to serve on multi-point Parish Central Committee (if applicable);
14. election of Auditors;
15. election of any other officers or committees;
16. receipt of reports of all parochial organizations;
17. general business; and
18. adjournment.

R.5.06 AUDITORS

1. The Vestry auditor shall make such examination of the financial statements and records of the Vestry as will enable him or her to report to the Vestry as required under Section (2) of this Regulation. Without limiting the generality of the foregoing, the auditor's examination shall include:
 - a) a study and evaluation of the system of internal control as a basis for the reliance thereon and for determination of the resultant extent of their audit tests;
 - b) an examination of the reconciliation of receipts issued for income tax purposes with cash receipts recorded in the accounts and an examination on a test basis of individual entries in these records;
 - c) an examination on a test basis of vouchers and other related information in support of disbursements made;
 - d) confirmation directly from the bank of all bank balances on hand at the end of the year, the balance of loans payable and the details of any security pledged or investments held in safekeeping;
 - e) confirmation of the balances of all other loans and mortgages payable or

receivable as at the end of the year; and

- f) an examination of the books, records and trust documents for funds held in trust by the Churchwardens to determine whether, in the opinion of the auditor, trust funds have been employed in accordance with the terms of the respective trusts.
2. The auditor shall report to the Vestry whether in his or her opinion the financial statements present fairly the financial position of the Church and the results of its operations for the period under review. When the auditor is able to express an opinion on the financial statements without qualification or exception, the report should be substantially as follows:

I have examined the balance sheet of the Churchwardens of [Parish or Congregation] as at December 31, [year] and the statement of financial activities (or receipts and disbursements) for the year then ended. My examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as I considered necessary in the circumstances. In my opinion, these financial statements present fairly the financial position of the Church as at December 31, [year] and the results of its financial activities for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the previous year.
 3. The auditor shall include in the report to the Vestry such statements as he or she considers necessary where and,
 - a) if the examination has not been conducted in accordance with this Regulation shall state therein the reasons therefore; or
 - b) there are any matters which in his or her opinion should be brought before the Vestry.
 4. A copy of the Churchwardens' accounts with the auditor's report thereon shall be forwarded to the Synod Office with the Churchwarden's Parochial Returns.
 5. The Churchwardens shall furnish each Vestry auditor with a copy of this regulation prior to the making of the examination.

R.5.07 PARISH REMITTANCES TO SYNOD

1. All monies received by the Clergy and/or Churchwardens as specific gifts for the Diocesan Budget or insurance or other diocesan purpose shall be remitted forthwith to the Synod Office.

2. Monies payable by parishes for the Cost of Priestly Services shall be remitted on a monthly basis on or before the 25th day of each month as is provided for in Regulation 4.
3. The Parish Fair Share of the Diocesan Budget assessed to each parish, so far as the same is drawn from general revenue by each parish, should be remitted on a monthly basis but shall be remitted at least once a quarter yearly to the Synod Office.
4. The share assessed to each parish of the bulk premiums due for the comprehensive insurance plan for the Diocese shall be remitted as provided for under Bylaw 3.22(5) and Regulation 5.12.

5. DELAY AND DEFAULT

Any delay on the part of a parish in making remittances for the remuneration of the clergy shall be reported by the Director of Financial Ministry to the Archdeacon in whose archdeaconry that parish is found, for his or her investigation and such action as he or she considers appropriate. If the delay in remittance by any parish continues for three months, the same shall be reported forthwith by the Director of Financial Ministry to the Diocesan Council which with the concurrence of the Bishop, may consult the Archdeacon aforesaid, the principal officers of the parish concerned, the Diocesan Stewardship Consultants if any, and such other persons as the Diocesan Council considers appropriate, with the object of arriving at a decision about the future financing of the parish that is in default.

6. ADDED PENALTY FOR DELAY AND DEFAULT

A rate of interest of 2% per month or 24% per annum shall be assessed against any parish for each day of delay if and to the extent that the bank order or cheque or monies required of any parish is dishonoured or is not received.

R.5.08 PARISH PRIORITIES

When in any year the income of a parish falls behind the budget that was approved by the Vestry of that parish for that year, the commitments of the parish shall be met according to the following scale of priorities:

1. Clergy and lay salaries, stipends, allowances and other benefits and pensions;
2. its share of premiums for the Diocesan insurance policy;
3. essential operating expenses of the parish, including emergency repairs, interest on committed and existing loans; and principal and interest when so contracted in blended

payments;

4. its share of the Parish Fair Share;
5. repayment of debt/principal; and
6. capital maintenance or replacement, other expenses, and miscellaneous.

R.5.09 SIDESPERSONS

1. At each annual meeting of the Vestry of a congregation, there shall be elected by the Vestry or appointed by the Churchwardens a Convenor of Sidespersons, whose duty it shall be establish a roster of Sidespersons for the ensuing year; and the Convenor of Sidespersons so elected or appointed shall hold office until the annual meeting of the Vestry next following his or her appointment.
2. Vacancies, due to death, removals, or neglect or refusal to act, may be filled by the Convenor of Sidespersons for the remainder of the vacated term of office.
3. In general, the duties of Sidespersons shall be to assist the Incumbent and Churchwardens and to discharge such duties as are assigned to them by the Vestry, the Incumbent and the Churchwardens.
4. The special duties of sidespersons shall be to assist the Churchwardens:
 - a) in receiving and seating the congregation in the Church;
 - b) in taking up the offering, and if requested by the Churchwardens, in counting the offering on the conclusion of the service.
 - c) in maintaining order in and about the Church during divine worship.

R.5.10 MINISTERING IN VACANT AND MULTIPLE CONGREGATIONAL PARISHES

1. Except with the consent of the Diocesan Council, at no time, temporary or permanent, shall any Incumbent have charge of more than four organized congregations where each has a Church population of 20 or more confirmed members of 16 years and upwards.
2. Where a clergy, or a Licensed Lay Reader, is called upon to provide Sunday or weekday services in a parish where the incumbency is vacant, the minimum remuneration which he

or she shall receive shall be the lesser of such fee per service or per Sunday as is determined from time to time by the Clergy Benefits Subcommittee with the concurrence of the Diocesan Council, plus a travel allowance in the performance of this work, to be at the same rate as clergy and others not eligible for Transportation Allowances in Regulation 4.01(7)(d). Such income and allowance shall be paid over and above the stipend and allowance already received by such clergy for the work whereunto he or she has been licensed by the Bishop, and shall form part of his or her income and allowance for that year, it being understood that all such payments shall be reported to the Synod Office when monthly remittances are made in accordance with Regulation 4.

R.5.11 DIOCESAN PARISH FAIR SHARE

1. The Diocesan Parish Fair Share means the amount required to be raised in a year by the Diocese and which is designated in the three-year Budget approved by the 2006 Synod as the “Budgeted Parish Fair Share” (hereafter referred to as “Budget” or “Diocesan Budget”), including assessments and Parish Fair Shares of the General Synod and the Provincial Synod, and funds for such other purposes as may be approved by the Diocesan Synod or Diocesan Council. Each parish shall pay its Fair Share of the Diocesan Budget as calculated by the Synod Office. A Parish’s Fair Share of the Budget is the amount in dollars that is determined by multiplying the amount of the Diocesan Budget by a fraction that has as its numerator the average Assessable Income for the parish over the immediately preceding three years and its denominator the total of the average Assessable Income over the same three year period for all parishes in the Diocese. The Director of Financial Ministry shall, no later than the last day of August in each year, notify the Incumbent and Church wardens of each parish of the parish’s Fair Share amount for that Parish for the next ensuing calendar year.
2. Assessable income for a parish means the income of the parish from all sources, with the following deductions/exceptions being made:
 - a) Cost of Priestly Services (COPS) for all stipendiary clergy (incumbent and assistant curates) being income used to pay the stipend, travel allowance, and other benefits, but not the housing allowance;
 - b) in/out or flow through donations from parishioners for outreach projects such as: the Primate's World Relief and Development Fund (PWRDF); Community Ministries, including Centre 454, The Well/La Source, *et cetera.*; or any other instance where the donations constitute a trust which the parish cannot use for any other purpose;
 - c) capital funds placed in the diocesan Consolidated Trust Fund (CTF). No other trust fund qualifies for exemption or deduction;

- d) borrowed money, but income raised to pay back any such loan is assessable unless such income is used for construction of a new church;
- e) the cost of professional fees as well as disbursements incurred for fundraising under a stewardship campaign or otherwise in a parish;
- f) other deductions which have been approved by the Financial Affairs Committee, including those identified by the annual Statistical Return.

3. ANNUAL RETURNS AND APPEALS PROCESS

- a) To enable the assessable income of each parish/congregation to be determined, the Churchwardens (and treasurer) thereof shall on the date provided for by the Statistical Return in each year forward to the Synod Office a Statistical Return, also known as the parochial return, in the current form prescribed by the Synod Office. The Return is to be accompanied by copies of financial statements of the parish/congregation approved by the annual vestry meeting thereof held in January or February. If a parish has experienced an abnormal increase in its income that affects or is likely to affect its share of the diocesan budget for the following year, a letter from the parish should accompany the Return, giving full details for the consideration of the Director of Financial Ministry and reference to the Fair Share Review Subcommittee as hereafter defined.
- b) The Financial Affairs Committee upon being advised that a parish has failed to file its Statistical Return may arbitrarily set the assessable income of the parish as well as its share of the Diocesan Budget and the Cost of Priestly Services to be paid by that parish.
- c) A subcommittee of the Financial Affairs Committee known as the Fair Share Review Subcommittee attempts to assist those parishes in the calculation of their assessable income if an abnormal increase in income of the parish occurs which would have the effect of unfairly raising its share of the Diocesan Budget for the following year. Upon receiving a letter from a parish with its Statistical Return as aforesaid, the Director of Financial Ministry shall refer the letter to the ARC which will contact the parish, review the letter with them and seek to do what is possible to lessen the impact of the abnormal increase in income.
- d) The Director of Financial Ministry, so far as possible, shall have discussions with each parish/congregation where the anticipated share of the Diocesan Budget is significantly higher or lower than its share in the previous year with a view to arriving at a satisfactory amount for the coming year and shall, to the extent possible by the last week of August in each year, give notice in writing to the Incumbent and Churchwardens of each parish of the Parish Fair Share amount

based on assessable income as well as identifiable givers in that year, and for which it is responsible in the following year.

- e) Upon receiving written notice of its fair share amount, the Incumbent and Church Wardens may, after serious reflection, research and discussion in the parish, appeal the amount in accordance with the following process, which shall take place entirely within the same calendar year as the notice of the fair share amount is issued, except in the case of an appeal to Diocesan Council which may take place the following year as herein provided.
 - i) Notice of Appeal shall be in writing and shall be delivered to the Archdeacon on or before the earlier of the following two dates: six weeks following the date on which the letter notifying the parish of the Fair Share amount was mailed, and October 15.
 - ii) The Notice of Appeal shall include reasons for the appeal and supporting documentary evidence.
 - iii) The Archdeacon shall forthwith investigate the appeal, including meeting with the Incumbent and Churchwardens and other interested leaders of the parish.
 - iv) The Archdeacon shall, on or before October 31, write and submit a report to the Director of Financial Ministry expressing the Archdeacon's findings and recommendations, including the Notice of Appeal and supporting documents. The Archdeacon shall deliver a copy of the report without enclosures to the Incumbent of the parish.
 - v) In his or her discretion, the Archdeacon may also deliver a copy of the Report to the Bishop, if in the opinion of the Archdeacon, some immediate action by the Bishop is warranted.
 - vi) The Director of Financial Ministry shall forthwith consider the Appeal and attempt to resolve it through further discussion with representatives of the parish.
 - vii) If the Appeal is not resolved, then it shall be considered at the November meeting of the Financial Affairs Committee at which the Director of Financial Ministry and, if requested by the Parish or by the Director of Financial Ministry, the representatives of the parish shall make representations.
 - viii) The Financial Affairs Committee shall give written notice of its decision

to the Incumbent of the parish no later than November 30.

- ix) The decision of the Financial Affairs Committee is final, unless the parish appeals it to the Diocesan Council by delivering written notice of its intention to appeal delivered with supporting documents no later than December 15.
- A) Immediately upon receipt of a notice of intention to appeal to Diocesan Council, the Director of Financial Ministry shall cause the matter to be listed on the agenda of the first sitting of the Diocesan Council in the following year.
 - B) That meeting of the Diocesan Council shall choose a subcommittee comprising three members, two of whom are laity and the third member is a cleric, to hear the appeal. At least one member of the subcommittee shall be a member of Diocesan Council, who shall serve as Chair.
 - C) This subcommittee shall meet to hear the appeal as soon as is conveniently possible, and shall hear representations and submissions from representatives of the parish and from officials of the Diocese as it sees fit.
 - D) The subcommittee shall render a written report within thirty days of its meeting, and shall deliver a copy of its report to the Secretaries of Synod, who shall transmit it forthwith electronically to all the members of Diocesan Council who have provided the Secretaries of Synod with an e-mail address.
 - E) The report of the subcommittee is deemed to have been confirmed by Diocesan Council on the seventh day after it has been electronically sent to the members of Diocesan Council, unless a majority of the members of Diocesan Council object to the report by notice returned to one of the Secretaries of Synod either electronically or by written notice delivered within the same seven days.
 - F) If objection is so made by the majority of the members of the Diocesan Council, then the report of the subcommittee shall be referred to the next meeting of Diocesan Council for its consideration. The Diocesan Council may then refuse the report or may confirm it with or without variation.

- G) The report once confirmed with or without variation by Diocesan Council is a final determination of the appeal.
- x) If a parish fails to pay its Fair Share amount, and has not availed itself of the appeal process, the Director of Financial Ministry may request the Archdeacon to investigate the matter and report the result of the investigation to the Director of Financial Ministry, copied to the Incumbent of the parish. The report shall then be dealt with in the same manner as if an appeal had been made by the parish, in accordance with subsections (v) through (x) of the foregoing sub-paragraph, except that time limits are in the discretion of the Director of Financial Ministry in consultation with the Chancellor.
 - xi) The appeal process, whether initiated by the parish, or by the Director of Financial Ministry, may result in any of the following actions or recommendations, or others as appropriate:
 - A) Fair Share arrears be written off, but no changes can be made to Parish Fair Share or the values internal to its calculation;
 - B) a shortfall be made up from some other source of funds available to the parish;
 - C) a parish take a specific action to reduce costs or increase revenue or re-order its financial priorities;
 - D) the Bishop be asked to consider taking disciplinary action against a cleric;
 - E) the Bishop be asked to consider the disestablishment of a parish or of a congregation.
 - f) As soon as possible and to the extent necessary, such appeals will be placed on the agenda of the Financial Affairs Committee, and if requested, the parish shall be given an opportunity to speak summarily to the Committee before a determination is made.
 - g) Advice of the determination of the Financial Affairs Committee shall be given in writing to the parish which, if it finds such determination unacceptable, may appeal to the Diocesan Council, providing notice thereof is given forthwith to the Clerical Secretary and grounds for the appeal are submitted in writing forthwith. Diocesan Council at its next regular meeting shall consider summarily whether such appeal has merit, and if the Committee so determines, then it may either

dispose of the matter itself or refer it back to the Financial Affairs Committee for review and disposition. The decision of the Diocesan Council in all respects shall be final.

4. PARISH FAIR SHARE ARREARS

- a) Responsibility for the payment of the parochial share of the Diocesan Budget is vested in the Incumbent and Churchwardens for each parish.
- b) If the Incumbent and Churchwardens for a parish do not remit to the Synod Office the full amount of that Parish Fair Share within thirty days of the end of the calendar year in which it was assessed, the same shall be reported by the Director of Financial Ministry to the Archdeacon for the Archdeaconry in which the parish is found for his or her investigation.
 - i) The Archdeacon shall make careful enquiry into the matter with the Incumbent and Churchwardens and such other persons in the parish he or she considers necessary.
 - ii) If upon such review and having regard to the representations made on behalf of the parish, it appears possible to revise the parish budget so as to enable a larger remittance to be made towards Parish Fair Share, such revision shall be effected forthwith by the parish, and such other steps taken as may seem appropriate to the Archdeacon and to the parish.
 - iii) If such a revision does not appear possible or if after three months more, remittance has not been made of the arrears of the Parish Fair Share, then the matter shall be reported to the Director of Financial Ministry and by him or her to the Diocesan Council which, with the concurrence of the Bishop may consult the Archdeacon aforesaid, the Diocesan Stewardship Officer, if any, the principal officers of the parish concerned, and such other persons as the Diocesan Council considers appropriate in order to arrive at a decision about the future financing of the parish in the Diocese.

R.5.12 INSURANCE

Each year, as soon as the bulk premium for the Diocese has been reported by the Insurance Subcommittee and approved by the Financial Affairs Committee and by the Diocesan Council, each parish shall be notified of its share thereof. That share will have been pro-rated and

assessed based upon the Parish Fair Share assessment for each parish; and as soon as possible after approval by the Diocesan Council and notification thereof is given, each parish shall pay its share of the bulk premium no later than the 31st day of January in each year, by remittance to The Incorporated Synod of the Diocese of Ottawa for the attention of the Director of Financial Ministry, Synod Office.

[This section may not agree with current practice and is under review]