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PARISH PASTORAL COUNCIL A Guideline

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Letter from Bishop McGrattan



Dear Brothers and Sisters in Christ,

The Parish Pastoral Council is entrusted, in collaboration with the Pastor, with the leadership role to reflect, pray, innovate, and engage the faithful in the life of the Parish. Canon 536 §2 describes the function of the Parish Pastoral Council as a consultative body with norms established by the diocesan Bishop. The purpose of this Guideline for Parish Pastoral Councils is to articulate the norms to support the effectiveness of the Councils.

The Parish Pastoral Council's task is to bring together laypeople, clergy and religious who, together with the pastor, work collaboratively to support the life of the parish as a living faith community within the local and the diocesan church.

Members invite the parish community to engage with other parish communities, share in the concerns of the Church, and strive to bring the Gospel message to all people and places in their neighborhood. The Parish Pastoral Council considers the needs of the parishioners at all stages of faith development.

In the Encyclical, *The Joy of the Gospel*, Pope Francis speaks of the vibrancy and responsiveness of the parish coupled with its call to move from maintenance to mission.

“The parish is not an outdated institution; precisely because it possesses great flexibility, it can assume quite different contours depending on the openness and missionary creativity of the pastor and the community. While certainly not the only institution which evangelizes, if it proves capable of self-renewal and constant adaptivity, it continues to be ‘the Church living in the midst of the homes of her sons and daughters’. This presumes that it really is in contact with the homes and the lives of its people, and does not become a useless structure out of touch with people or a self-absorbed cluster made up of a chosen few.”

May God who calls you to this noble task of serving the parish on its Pastoral Council continue to inspire your faithful ministry.

Yours in Christ,

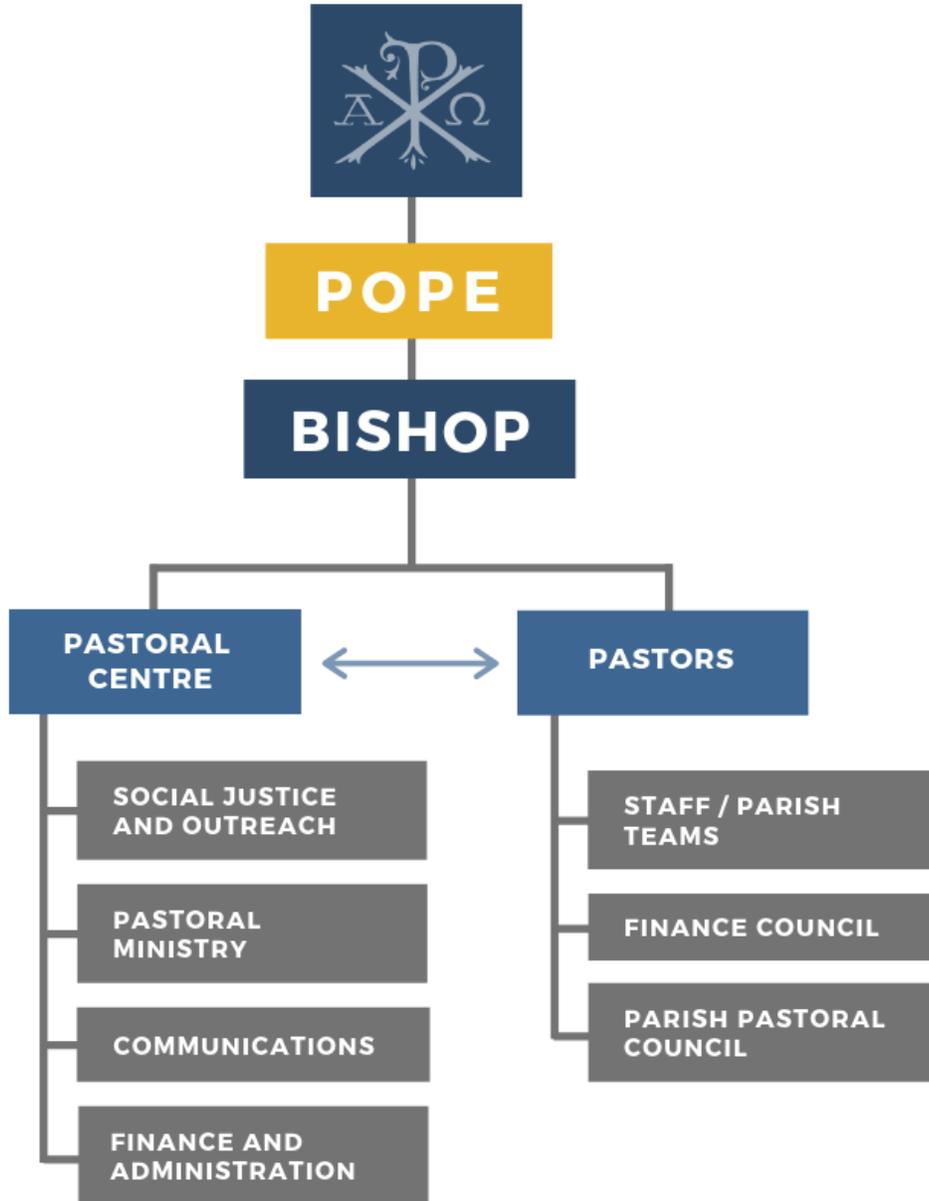
† Most Reverend William T. McGrattan, D.D.
Bishop of Calgary

Working Together

A Parish Pastoral Council is a consultative body which works with the Pastor regarding all matters pertaining to the pastoral life of the parish as an advisory board. The Pastoral Council involves priests, deacons, religious, and the faithful in the common study and resolution of the pastoral needs of the parish in order to facilitate pastoral planning for the parish, in accord with the universal and particular law of the Church. This requires a high degree of collaboration and mutual respect, charity and kindness to further the positive relationships necessary to mutually support and encourage one another toward a life of deepening love of God and greater faithfulness.

Promising Practices

- Give positive reinforcement
 - I appreciate the way you...
 - I admire the way you take the time to...
 - You're really good at...
- Show gratitude by noticing the works of others and expressing thanks
- Spread positive stories
- Motivate others
- Celebrate the successes
- Encourage positive thinking
- Change the way you respond to invite further reflection and growth
- Be more accepting of others
- Use emails and texts for good news
- Talk with others directly when there is an issue which potentially involves differing perspectives
- Say what needs to be said at group meetings so that after the meeting sessions are not necessary
- Encourage fun and good humour to nurture a spirit of comfortable ease with one another
- Nurture loyalty and the sense of being one in the Spirit
- Pray for one another
- Share the praise which comes to you with others
- Express gratitude
- Engage in random acts of kindness – just because
- Avoid judgment or incendiary trigger words and express the facts objectively
- Offer the possibility for new growth which may lie hidden in a challenge.



Authority and Accountability

In all matters, the parish priest acts in the person of the parish in accordance with Canon 532. The pastor must administer in accordance with Canons 1281-1288 and all Diocesan Policies. The Pastor is accountable to the Bishop. The Parish Pastoral Council is accountable to the Pastor and the Parish.

Promising Practices

- All the work of the Parish Pastoral Council should be transparent and should be shared with the parish in a timely manner.
- The Parish Pastoral Council works with the Parish Finance Council in as much as budget requests, and planning ideas that would cost the parish money must be approved and budgeted for by the Finance Council and approved by the Pastor and Diocese. The Parish Pastoral Council also has a responsibility in assisting the Finance Council in setting and achieving the Parish budget.

Purpose

Vatican II emphasized that a parish exists in order to provide for the pastoral care of the Christian faithful, to teach, to sanctify, and to govern so as to understand its place in the Universal Church. Vatican II included a powerful call for the collaboration of the lay people with those in charge of pastoral leadership on all levels of the Church. Each parish should have a Parish Pastoral Council to assist the Pastor in ministering to the people.

In a prayerful manner, the Parish Pastoral Council is an advisory body that helps the Pastor to discern the parish needs and assists in implementing plans to meet the needs of the Parish and Diocese.

The Parish Pastoral Council helps the pastor guide the parish towards fulfilling the mission of the Church in its call to stewardship and evangelization.

While ultimate authority and accountability rests with the Pastor by *Canon Law*, decisions should be made in a collaborative and collegial manner.

Code of Canon Law References – Pastoral Council

Can. 536 §1. If the diocesan bishop judges it opportune after he has heard the presbyteral council, a pastoral council is to be established in each parish, over which the pastor presides and in which the Christian faithful, together with those who share in pastoral care by virtue of their office in the parish, assist in fostering pastoral activity.

§2. A pastoral council possesses a consultative vote only and is governed by the norms established by the diocesan bishop.

Can. 537 In each parish there is to be a finance council which is governed, in addition to universal law, by norms issued by the diocesan bishop and in which the Christian faithful, selected according to these same norms, are to assist the pastor in the administration of the goods of the parish, without prejudice to the prescript of ⇒can. 532.

Can. 532 In all juridic affairs the pastor represents the parish according to the norm of law. He is to take care that the goods of the parish are administered according to the norm of ⇒ can. 1281-1288.

Mission statement

The mission statement comes from an understanding of the local church's place within the Universal Church and how the work of a particular Parish contributes to the building up of the Kingdom of God here on earth. It should incorporate the priorities of the Holy Father, of the local Diocesan Bishop and the local parish.

Duties of the Parish Pastoral Council

- The Parish Pastoral Council will develop an Annual Work Plan which includes objectives as detailed in the next section
- The Parish Pastoral Council will collaborate with the Parish Finance Council in ensuring the budget for expenditures is achieved
- The Parish Pastoral Council shall report minimally once a year to the parish community on its work plan, financial report, and matters pertaining to meeting procedures

Annual Work Plan - Objectives

- To identify key planning issues and concerns that will impact the planning and operation of the parish within the community and Diocese over the next three to six years
- To collect all relevant data and to undertake the research necessary to identify and understand issues and concerns
- To assist the Pastor when informing the parish community about issues, concerns and the plans to deal with them
- To empower the parish to be stewards of everything God has given us as intentionally mission-focused disciples

Promising Practices

The Parish Pastoral Council needs to develop a work plan for the Council with objectives.

Objectives must be clear, attainable, measurable, action oriented, time specific and specific as to who or what parish organization is responsible for the task. This requires goals and tasks to be set out optimally in a chart form with space for a review schedule.

Composition of the Parish Pastoral Council

The Parish Pastoral Council will comprise six to fourteen members following this general outline.

- Parishioners
- Representatives from Parish Organizations
 - A representative from the Parish's Finance Council is required to sit on the Pastoral Parish Council.
- Representative from Religious Congregations residing in the parish boundary or a representative determined by the Pastor
- Representative from the Catholic School

All members of the Parish Pastoral Council must conform to the "Called to Protect Program". This requires a police check.

The following roles may resource the Parish Pastoral Council but they are not voting members.

- Parish Clergy Staff – Pastor, Associates, Deacons
- Lay Pastoral Assistant
- Youth Ministry
- Administrative Assistant
- Custodian

Clarification of Parish Pastoral Council Membership

An employee of the parish or the Diocese of Calgary cannot serve as a voting member of the Parish Pastoral Council.

In the event that a parishioner enters into the employment of the parish or Diocese, the individual must declare said employment to the Parish Pastoral Council and resign.

Clergy and staff who resource the Parish Pastoral Council meeting are not members of the Council.

Although the Pastor is not a member of the Parish Pastoral Council, the Council's purpose is to collaborate with the Pastor and it cannot hold a meeting unless the Pastor is present.

Procedures for Parish Pastoral Council Membership

The Pastor will determine the number of people to sit on the Parish Council between six and fourteen. Once the number has been determined, the pastor may advertise the following positions and seek representation from parish organizations and the Catholic school(s).

- Parishioners
- Representatives from Parish Organizations
- Parish Finance Council Representative
- Representative from Religious Congregations residing in the parish boundary or a representative determined by the Pastor
- Representative from the Catholic School

The posting of these positions on the Parish Pastoral Council should be in the parish bulletin and on the website for a period of 21 days. The Pastor may establish an application procedure and his discretion for the selection of Parish Pastoral Council members is guided by the percentages for representation outlined in this section.

The Pastor may appoint the Chair, Vice Chair, Secretary and Treasurer positions or hold an election at the first meeting of the newly formed Council.

Term of Office and Disqualification

A person appointed as a member of the Parish Pastoral Council holds office for a three-year term from the date he or she is appointed.

A member of the Parish Pastoral Council may be reappointed for a second three-year term.

At the conclusion of the second three-year term, the Parish Pastoral Council member will not sit on the Council for a period of two years. Following the two-year Sabbath, s/he may be appointed for another three-year term.

A member ceases to serve as a member of the Parish Pastoral Council if s/he is convicted of an indictable offence or is absent from three consecutive meetings without authorization by motion, contravenes the Code of Conduct in this Guideline or fails to support Catholic teaching and tradition. Any one of these circumstances shall lead to disqualification as determined by the Pastor and the sitting Parish Pastoral Council member will forfeit their membership.

Voting Members

The members of the Parish Pastoral Council designated above are entitled to one vote each.

A majority is defined as 50% of the voting members present plus one vote.

Members of the Parish Pastoral Council must be physically present at the meeting in order to cast their vote.

The Pastor will take into consideration any matters which come to a vote and consider the results. However, the Pastor has the authority to overrule the vote and the voting outcome is not binding upon him.

Quorum

Quorum means that a majority of the voting members (Total number of voting members on the Council divided by two plus one) of the Parish Pastoral Council as designated by the Pastor in accordance with this guideline are present at the meeting; and that this majority is made up of Parish Pastoral Council members. Clergy and parish or Diocese of Calgary staff are not included in the calculation to determine quorum.

Code of Conduct for Parish Pastoral Council Members

Parish Pastoral Council members agree to observe the following principles:

- The primary considerations in making decisions are the parish's faithfulness, its values, the mission of evangelization and what is in the best interests of the Faithful and the Church.
- The Parish Pastoral Council is accountable to and must report to its parish, the Diocese of Calgary and offices within the Roman Catholic Church.
- Parish Pastoral Council members will abide by all ecclesial and legal requirements, Diocese of Calgary policies and administrative procedures and Roman Catholic Church teaching.
- Parish Pastoral Council members will, at all times, behave in a civil and respectful manner.
- The underlying principles of the Parish Pastoral Council code of conduct include the promotion of:
 - Faithfulness and prayer
 - Respectful partnerships
 - Clear, direct and honest two-way communication
 - Transparent processes
 - Democratic, informed decision-making
 - Personal and professional integrity

- Conflict between Parish Pastoral Council members needs to be dealt with respectfully and fairly in accordance with the principles of justice.
- All Parish Pastoral Council members are expected to represent all members of the parish community. Parish Pastoral Council members are not there to represent just one viewpoint, or the view of an individual. Parish Pastoral Council members will therefore strive to seek the views and opinions of the whole parish community in order to achieve outcomes which reflect the common good.
- Parish Pastoral Council is not an appropriate forum for the discussion of individual parish staff or parishioners.
- A Parish Pastoral Council member who is approached by a parishioner with a concern relating to an individual is in a privileged position and must treat such discussion with discretion, protecting the confidentiality and privacy of the people involved. (Ask the parishioner to speak with the Pastor or seek their permission for the Council member to speak privately with the Pastor so that the person with the concern and the pastor can communicate directly). Parish Pastoral Council must avoid an intermediary role.
- Parish Pastoral Council members must keep “in camera” matters discussed at meetings private and confidential.
- Parish Pastoral Council members should observe the need for orderly Parish Pastoral Council meetings and that council needs to “speak as one voice” in the parish, once a decision has been made.
- Parish Pastoral Council members must declare any conflict of interest when it arises.
- Parish Pastoral Council members will not be paid any remuneration for their service.
- Parish Pastoral Council members will actively participate in meetings. If Parish Pastoral Council members are unable to attend a meeting, they are requested to send their regrets to the Chair prior to the meeting.
- Parish Pastoral Council members will strive to welcome members of the parish who attend Parish Pastoral Council meetings as observers.

Conflict of Interest

A conflict of interest is a serious matter which impacts upon the perception of honesty and trustworthiness of the Parish Pastoral Council. For this reason, it must be addressed openly and immediately when it occurs.

A conflict may be actual, perceived, or potential.

Actual: when a member has a private interest that is sufficiently connected to his or her duties and responsibilities as a Parish Pastoral Council member that it influences the exercise of these duties and responsibilities.

Perceived: when reasonably well-informed persons could believe that a Parish Pastoral Council member has a conflict of interest, even where, in fact, there is no real conflict of interest.

Potential: when a Parish Pastoral Council member has a private interest that could affect his or her decision about the matter proposed for discussion.

There shall be a standing item at the start of each Parish Pastoral Council Agenda designated as “Declaration of Conflict of Interest”.

Members of the Parish Pastoral Council shall declare a conflict of interest in matters that they, members of their immediate families, or business interests in which they may have a vested interest, stand to benefit either directly or indirectly from decisions of the Parish Pastoral Council.

A Parish Pastoral Council member shall exclude him or herself from discussions, resolutions and voting in which a conflict of interest is likely to result or the perception or the potential of a conflict of interest exists.

A Parish Pastoral Council member shall not accept favours or economic benefits from any individuals, organizations or entities known to be seeking contracts with the Parish.

Roles of Parish Pastoral Council Members

The Chairperson or Co-Chairperson shall

- Be a member of the Parish Pastoral Council
- Call Parish Pastoral Council meetings
- Prepare the agenda for meetings consulting both the Pastor and other Parish Pastoral Council members
- Ensure that the Annual Work Plan, Meeting procedures, Meeting Minutes and financial records are recorded and maintained
- Maintain on-going communication with the Pastor and Parish Pastoral Council members
- Encourage parishioners to attend meetings and provide opportunities through surveys to consult with the parish community
- Report minimally once a year to the parish community on the Annual Work Plan
- Participate or send a delegate from the Parish Pastoral Council to Diocesan events when invited to do so

The Vice-Chairperson shall be a member of the Parish Pastoral Council and fulfill duties of the Chairperson in the absence of the chairperson.

The Secretary shall

- Be a member of the Parish Pastoral Council
- Record and report, without prejudice, the proceedings of the Parish Pastoral Council
- Distribute the minutes and agenda to Parish Pastoral Council members, Pastor and resource staff prior to the meeting
- Prepare correspondence on behalf of the Parish Pastoral Council
- Give copies of the minutes and agendas of the Parish Pastoral Council to the Pastor and parish's Administrative Assistant so that they are kept at the Parish and made accessible to the parish community in alignment with the Diocesan Policy on record retention

The Finance Council Representative shall

- Be a member of the Parish Pastoral Council
- Present monthly financial reports to the Parish Pastoral Council and a completed financial statement at the final Parish Pastoral Council meeting of the year
- Act in accordance with the Diocese of Calgary's policies and procedures on financial stewardship and applicable provincial legislation.

All members shall

- Attend Parish Pastoral Council meetings to ensure quorum requirements are met
- Advise the Chair of unavoidable absences prior to the Parish Pastoral Council meeting
- Participate cooperatively and constructively in Parish Pastoral Council meetings acting in good faith at all times
- Participate in information and training programs as needed whenever possible
- Encourage parishioners to speak directly with the Pastor about individual concerns and matters
- Welcome the participation of all parishioners
- Follow applicable and pertinent legislation along with the policies and procedures of the Diocese of Calgary

The Pastor shall

- Act as a resource to Parish Pastoral Council assisting the Chair as requested
- Assist the Parish Pastoral Council in obtaining information relevant to the functions of the Council
- Maintain on-going communication with the chairperson
- Consider each recommendation made to the Pastor by the Parish Pastoral Council and advise the council of the action taken in response to the recommendations
- Ensure new or revised Diocese of Calgary programs, policies and/or procedures are provided to the Parish Pastoral Council
- Attend all meetings unless unable to do so by reason of illness or other cause
- Distribute to each member of the Parish Pastoral Council any materials from the Diocese of Calgary
- Publish the names of the members of Parish Pastoral Council in the parish bulletin and on the website
- Seek input from Parish Pastoral Council on matters related to the life and faith of the parish community
- Assist the Parish Pastoral Council to develop an Annual Work Plan by providing a report of priorities and proposed projects for the parish
- Provide a meeting place for the Parish Pastoral Council at the parish that is accessible to the public
- Provide information on the Parish Pastoral Council meeting dates, times and location to the parishioners in the parish bulletin and on the website (NOTE: The Parish Pastoral Council meeting is open to members of the parish. Parishioners may attend with the understanding that they are not members of the Parish Pastoral Council and they do not have a vote. Members of the parish, if recognized by the chair or assigned time on the agenda, may take part in the discussion)
- Teach or provide teaching that would enhance the spirituality of the Parish Pastoral Council members and members of the community that chose to come to these meetings

Meetings

- At the first meeting of the new Parish Pastoral Council, the Parish Pastoral Council shall set dates, time and locations for its meetings throughout the year.
- The agenda of the first meeting of the Pastoral Parish Council will include the election of the Chair, Vice Chair, Secretary and Finance Council Representative if the Pastor has not made these determinations when making the Council appointments.
- A meeting of the Parish Pastoral Council cannot be held unless the Pastor or designate is present and a majority of the members of the Parish Pastoral Council are present.
- All meetings of a Parish Pastoral Council shall be open to the public.
- Members of the media may attend a Parish Pastoral Council meeting and will be required to respect the proceedings of the meeting.
- A member of the Parish Pastoral Council shall not invite the media to a Parish Pastoral Council meeting unless it is a unanimous decision of the Parish Pastoral Council and has been approved by the Pastor.
- **Agenda Item Request** - If a member of the parish has an agenda item that they would like the Parish Pastoral Council to discuss, they must contact the Chair and submit the requested item at least one week prior to the scheduled Parish Pastoral Council meeting. The Chair in consultation with the Vice Chair and the Pastor will decide if the requested item falls within the purpose of the Parish Pastoral Council.
- **Presentation Request** - If a member of the public would like to present to the Parish Pastoral Council, they must contact the Chair and submit the request to present at least one week prior to the scheduled Parish Pastoral Council meeting. The Chair, in consultation with the Vice Chair of the Parish Pastoral Council and the Pastor, will decide if the topic of the presentation falls within the purpose of the Parish Pastoral Council. If it does, the presenter will be given a specified amount of time to present the item to the Parish Pastoral Council.
- The Parish Pastoral Council will hold its meetings at the parish in an accessible location.
- The Pastor shall, on behalf of the Parish Pastoral Council, give written notice of the dates, times and locations of the meetings of the Parish Pastoral Council to the parishioners.
- The Chair, Vice Chair, Secretary, Finance Council Representative and Pastor will meet together to formulate the agenda for the Parish Pastoral Council meeting. If all those parties are unable to attend a pre-meeting, it is mandatory that the Chair and Pastor meet together prior to the scheduled Parish Pastoral Council meeting to review the agenda.

- There will be a standing item at the beginning of each agenda designated as “Declaration of Conflict of Interest.”
- There will be a standing item at the end of each Parish Pastoral Council agenda designated as “New Business”. A member of the Parish Pastoral Council will raise an item under “New Business” for discussion at the next scheduled Parish Pastoral Council meeting.
- There will be no additions to the agenda unless approved unanimously by the voting members of the Parish Pastoral Council.
- The Parish Pastoral Council will strive to reach decisions by consensus.
- Every member of the Parish Pastoral Council will be given an opportunity to express his or her concern or opinion about any issue or item being considered by the Council. Members are asked to limit speaking to the same point to two (2) times at a single meeting so that all members of the Parish Pastoral Council have the time to speak.
- Decisions will be reached by consensus or majority vote.

The following will apply to meeting procedures for Parish Pastoral Council:

Making a Motion

- An individual must be recognized by the Chair before “taking the floor” to make a motion. This means that the Chair must let a person know that it is his or her turn before that person can speak to the council and formally propose a course of action.
- Once an individual has the floor, he or she may make a formal proposal, or motion, beginning with the statement “I move that ...”.
- Before the motion can be considered, another individual must second the motion by saying “I second the motion”. This does not necessarily indicate that he or she agrees with the proposal, only that he or she believes that it is worthy of discussion.
- Once a motion has been made and seconded, the Chair restates the motion (“states the question”) so that everyone clearly understands what is being proposed. From this point on, until the motion is voted on, all discussion must focus solely on the question.
- If members of the group wish to discuss the motion, the Chair opens debate. Each participant may speak to the question twice, but no one may speak a second time until everyone has had the chance to speak once.
- If no one wants to speak further to the issue, the Chair may ask the council if it is ready for “the question” (ready to vote on the proposal). The Chair then repeats the

motion and conducts the vote by asking for those in favour and those opposed. (The vote may be conducted by a show of hands, by standing, or by secret ballot.)

- The majority needed to pass a motion should be stated in the Parish Pastoral Council bylaws. In case of a tie, the motion is defeated.
- Until the Chair states the question (repeats the motion) for a final vote, the person who made the motion may change it, although the original seconder may wish to withdraw, requiring another seconder. Once the question has been stated, however, the motion can be amended in one of the following ways:
 - The person making the motion may ask to change the original wording. The Chair will ask if anyone objects. If no one objects, the wording of the motion is changed. Debate continues on the motion as amended.
 - If someone does object, the question of whether to allow a change in the wording of the motion is put to a vote. If the group consents to the change, debate continues of the motion as amended.
 - Someone else may move to amend the motion by saying, “I move to amend the motion by ...”. If so, the normal process for a motion, as outlined above in the “Making a Motion” section, is followed.
 - An amendment to the amendment may also be proposed, but a third amendment is out of order.
 - If the amendment has been defeated, discussion returns to the original motion.

Withdrawing a Motion

- At any time before a vote, the person making the original motion may ask to withdraw it. The motion to withdraw does not require a seconder. Once the question is withdrawn, it is as if it never existed.
- If the Chair has already stated the question and a request to withdraw the motion is made, the Chair asks if there is any objection. If there is none, the motion is withdrawn. If someone objects, the request to withdraw the motion is put to a vote.

Tabling a Motion

- A motion to table a motion means to set it aside for discussion at another time so that more pressing business can be discussed or more information about the issues can be obtained. The following rules apply to tabling a motion:
 - The motion to table a motion takes precedence over the discussion of the motion.
 - The motion to table a motion requires a seconder.
 - There can be no debate on a motion to table.

Motions that are null and void

- Any motions that contradict provincial laws and regulations, local Board policy, Catholic Church teaching or Catholic Parish Council bylaws are out of order and invalid, even if voted on and passed by a majority vote.

Committees and Ministries

Reports from committees should be informative and include a recommendation for action which can be discussed then changed or adopted.

Promising Practices

- Every committee and ministry in the parish should provide the Parish Pastoral Council with a regular written report concerning their work. Some committees do not function regularly but should be noted and remembered.
- All groups who use the parish facilities or fund raise through the parish could also be submitting monthly written reports to the Parish Pastoral Council.
- There are two types of reports:
 - The first is an update on what is happening in a ministry or committee. These should hardly ever be read at a Parish Pastoral Council meeting. They should be in the hands of the Parish Pastoral Council members before the meeting. If there are questions, they should be given to the secretary prior to the meeting and be addressed as new business.
 - The second kind of report is a committee report on an ongoing project. A written report should be in the hands of the Parish Pastoral Council members prior to the meeting and discussion is usually expected and falls under old business.
- A reminder that committee reports should go out 2 weeks before the meeting. Reports should be in the hands of the Parish Pastoral Council at least 5 days prior to a meeting.
- All ministries should submit to Parish Pastoral Council and Parish Finance Council a yearly budget request for discussion by both the Parish Pastoral Council and Parish Finance Council before being added to the budget.

Faith Development and Learning

The Parish Pastoral Council should take a leadership role in knowing and promoting the programs of the Diocese and Universal Church.

Promising Practices

- Training for all members should be an ongoing part of the Parish Pastoral Council.
- This could be part of the meeting or separate from it as determined by the Parish Pastoral Council.
- A well-informed Council will be able to fulfill its role more effectively so ongoing faith development and learning are strongly encouraged.

Transparency and Openness

Transparency and openness are essential for the internal working of the Parish Pastoral Council as well as its credibility with the parish's faithful.

Minutes of meetings approved by motion at a subsequent meeting and approved by the Pastor should be made public. This should be done as soon as possible and could be circulated through the use of the website, in the bulletin, social media, and/or posted on a bulletin board.

In many areas in the life of a parish, there is a need to safeguard personal matters with the assurance of confidentiality, this is not a word that should often be used at the Parish Pastoral Council level. Subject matters discussed at Parish Pastoral Council ought not to be of a confidential nature noting that personal matters are not the prevue of the Council.

Use of technology to poll or survey the parish on issues is encouraged.

Promising Practices

- All Parish Pastoral Council meetings could be open to the entire parish community by providing the faithful with notice of upcoming meetings. This can lead to a greater sense of ownership by the parish members.
- Some Pastors may choose to have a member from every ministry be in attendance at the Parish Pastoral Council meeting thus being able to take back a full report to their individual ministries and provide instant feedback if required by the Parish Pastoral Council.
- The size of Parish Pastoral Council is dependent on parish and parish needs.

Conflict Resolution

- Direct communication and face-to-face meetings along with the goodwill to resolve conflicts in favour of the common good are encouraged as promising practices to support conflict resolution.
- Parish Pastoral Council members may review concerns regarding procedures, etc. with the Chair as a first step in resolving disagreements. If the procedural disagreement involves an action of the Chair, the Chair may be present or the Pastor will report the procedural concern to the Chair following the meeting.
- A Parish Pastoral Council may, with a majority vote, should all of the above fail to resolve the issue, request a meeting with the Bishop or his designate.

Appendix

A Typical Parish Pastoral Council Meeting Agenda

1. Opening prayer and spiritual reflection: could be the pastor, does not have to be.
2. Approval of agenda
3. Approval of minutes
4. Correspondence
5. Business arising from minutes
6. Pastor's Report
7. Finance report
8. Annual Work Plan Review and Council Discussion
9. Old business
10. New business
11. Closing prayer

Diocesan Mission Statement

Established in 1912, the Roman Catholic Diocese of Calgary stretches 110,000 square kilometers spread across southern Alberta. Comprised of over 450,000 Catholics, 70 parishes and 17 missions, the diocese is led by the Most Reverend Bishop William McGrattan. The quote, "Feed my lambs. Feed my sheep." inspires our values of service, joy and authenticity. We serve the people of God in the Diocese of Calgary by living out the evangelizing mission of Christ – to govern, sanctify and teach.

Parish Mission Statement (Example)

Established in _____, the Parish of _____ serves the community in _____.

Our mission is to _____.