

Task Force Advisory Committee

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LETTER FROM THE CHAIR, TASK FORCE ADVISORY GROUP

From our Synod of September 28 - 30, 1995, the Right Reverend Donald Harvey was asked to undertake the following:

That the Bishop appoint an advisory group comprised of members of this Synod who would establish working groups to deal with the resolutions of the Task Force. These working groups will:

- i. develop a resolution(s) which specifies a process for implementation that takes into account the views expressed in this meeting;
- ii. outline the cost implication (if any) of the proposals;
- iii. clarify the rationale for the proposed resolution(s);
- iv. provide the Bishop and the Advisory Group with this work by the end of February 1996.

That the Bishop forward these resolution(s) and accompanying information to all Synod members by mid-March, 1996 to allow for adequate parish and deanery consultation.

That the Bishop prorogue this Synod and reconvene it before the end of April 1996 to deal with these matters only.

The first week of November 1995 the Advisory Group was appointed. The first meeting of the Advisory Group was held on November 18, 1995, when four working groups for each deanery and one for the Archdeaconry of Labrador were put in place. The task and procedures with time lines were agreed on. A second meeting was held on

December 16, 1995. A third meeting was held on February 10, 1996, and a final meeting on February 24, 1996, when the report was finalized. The report was presented to the Bishop on February 29, 1996. Many thanks are due to the members of the Advisory Group and to the five working groups that did the work providing all the material in this report. We thank Elizabeth Crisby who did the typing and layout.

We trust that this material will be helpful to equip you the members of Synod to deal with the 12 Resolutions that will come before Synod in May 1996. If you need further information, please contact me.

Every blessing,

The Rev. Canon Carl Major, Chair

TASK FORCE ADVISORY GROUP

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RESOLUTIONS FROM THE TASK FORCE

Lavrock Camp and Conference Centre

Resolution No. 1

Be it resolved

THAT the Lavrock Centre be recognized as integral to the programme of the Diocese and consequently that it shall operate under the direction of a Board of Directors accountable to the Programme Committee.

Resolution No. 2

Be it resolved

THAT from the revenues generated from the use of the Lavrock facilities the Board of Directors shall recruit a manager of the Lavrock Centre who shall be responsible to the Board through the Chief Administrative Officer.

The Legislative Committee will need to consider appropriate amendments to the Canon on the Lavrock Centre Board of Management passed at the first session of this Synod to change its accountability to the Programme Committee.

Parish Viability

Resolution No. 3

Be it resolved:

- (a) THAT it be the policy of this Diocese that each parish:
 - (i) be self-supporting, with a minimum of two hundred funding contributors;
 - (ii) be committed to the mission of the Church beyond its boundaries;
 - (iii) have a vision statement with an accompanying implementation and evaluation plan;
 - (iv) develop an annual budget.
- (b) THAT deviation from this policy be permitted only by the prior approval of the Diocesan Council, and for a set period of time.

Archdeaconry of Labrador

Resolution No. 4

Be it resolved:

- (a) THAT the Parish of Lake Melville be the central delivery point for the ministry of the Diocese in Labrador;
- (b) THAT the Rector of Lake Melville be the territorial Archdeacon for Labrador;
- (c) THAT there be an assistant curate who shall have pastoral responsibility for the congregation of St. Timothy=s, Rigolet.

This resolution has constitutional considerations.

Resolution No. 5

Be it resolved:

- (a) THAT the Diocesan operating grant for the parishes of Cartwright and Battle Harbour, as presently funded, be phased out over a five-year period beginning in 1997.
- (b) If further aid is required by these parishes they make application to the Administration and Finance Committee which, after investigation, may approve such grant for up to twenty percent of the parishes= operating budget.

Special Ministries: University Chaplaincy

Resolution No. 6

Be it resolved:

- (a) THAT the Chaplaincy to Memorial University and other post-secondary institutions be recognized as a Diocesan priority.
- (b) THAT the Chaplaincy maintain contact with each regional campus within the Diocese.

Special Ministries: Hospital Chaplaincy

Resolution No. 7

Be it resolved:

- (a) THAT chaplaincy services to health care facilities throughout the Diocese be recognized as a Diocesan priority, and that there be a Diocesan budget item to provide funding for pastoral care and counselling which shall not be less than the cost of maintaining the two positions currently funded.
- (b) THAT the lead Chaplain be an Anglican priest holding the Bishop=s licence and be a Certified Pastoral Care Specialist. This Chaplain would provide guidance and support to local parish clergy, and be accountable to the Chief Administrative Officer.

Professional Development

Resolution No. 8

Be it resolved:

THAT an intentional and determined effort be mounted to provide improved leadership skills for both clergy and laity; and to this end:

- (a) there be an annual Bishop=s Residential Conference to deal with professional development for clergy; and,
- (b) the Programme Committee develop a plan for the enablement of lay ministry in the Diocese.

Administration and Finance: Chief Administrative Officer

Resolution No. 9

Be it resolved:

THAT a job description be developed for the new position of Chief Administrative Officer. This person, who may be lay or ordained, will be appointed by the Bishop in consultation with the Diocesan Council and will serve as the Bishop=s Executive Assistant. This position will replace the current position of Executive Officer.

This resolution has constitutional considerations.

Administration and Finance: Finance Officer

Resolution No. 10

Be it resolved:

THAT a job description be developed for the position of Finance Officer. This person, who will have appropriate professional designation, will provide sound budgetary and financial planning to the Diocese so as to enable the parishes to have more ownership and involvement in the Diocesan finances.

Administration and Finance: Honourary Treasurer

Resolution No. 11

Be it resolved:

THAT an Honourary Treasurer be elected annually by the Synod.

Episcopal Role

Resolution No. 12

Be it resolved:

THAT we affirm the principle that we are synodically governed and episcopally led. To this end we recognize the Bishop as Chief Executive Officer of the Diocese, and affirm the Bishop=s role as chief pastor and chief liturgical officer.

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 1 & 2

Subject: Lavrock Camp and Conference Centre

Moved by _____

Parish _____

Seconded by _____

Parish _____

RESOLUTION NO. 1

Be it resolved

THAT the Lavrock Centre be recognised as integral to the programme of the Diocese and consequently that it shall operate under the direction of a Board of Directors accountable to the Programme Committee.

RESOLUTION NO. 2

Be it resolved

THAT from the revenues generated from the use of the Lavrock facilities the Board of Directors shall recruit a manager of the Lavrock Centre who shall be responsible to the Board through the Chief Administrative Officer.

The Conception Bay Working Group for this resolution were the following:

The Rev. John Dinn

The Rev. Robert Chafe
The Rev. Robert Rowlands
Mr. Walter Dawe, Jr.

The Working Group met with the following:

- (a) The Board of Management of the Lavrock Centre
- (b) The Friends of Lavrock

EXPLANATORY NOTES/BACKGROUND/INFORMATION:

The following resolution was passed at the session of Synod held on September 28 - 30, 1995 and has been incorporated into the Constitution.

THE LAVROCK MANAGEMENT BOARD

Membership

28. The Lavrock Management Board shall consist of:

- (a) The Bishop;
- (b) The Executive Officer;
- (c) The Programme Officers;
- (d) The Chairperson of the Diocesan Programme Committee;
- (e) The Representative from the Friends of Lavrock Association;
- (f) One person, lay or cleric, recommended for appointment by each Deanery Chapter;
- (g) Two members at large, lay or cleric, appointed by the Diocesan Council;
- (h) The Representatives of Sub-Committees established from time to time by the Lavrock Management Board.

29. The Lavrock Management Board shall develop its own rules creating terms of office for appointed Board Members so as to ensure a timely rotation of members while maintaining continuity of service, provided that members shall serve for two year terms only and be eligible for reappointment only once following which each member must retire for a least one year.
30. All appointments to the Lavrock Management Board shall be subject to ratification by the Diocesan Council.

Duties

32. The duties of the Lavrock Management Board shall be:
 - (a) to manage and operate the Lavrock Camp and Conference Centre;
 - (b) to oversee the maintenance and development of the physical resources and programs for the Lavrock Camp and Conference Centre;
 - (c) to submit to the Diocesan Council, on an annual basis,
 - (1) financial reports with respect to the day-to-day operation of the Lavrock Camp and Conference Centre; and
 - (2) a balanced operating budget;
 - (d) to make recommendations to the Diocesan Council with respect to the operation, management and future development of the Lavrock Camp and Conference Centre.

32. The Lavrock Management Board shall report in writing to each regular meeting of the Diocesan Council with respect to the operations, program, maintenance and development of the Lavrock Camp and Conference Centre.

FINANCIAL IMPLICATIONS:

(cost, source of funding)

Manager: The Task Force proposal, that the position should be funded from revenues generated by the Centre, might be desirable, but there is nothing conclusive to suggest that this is practicable at this time. No cost implications were given by the Task Force, but such a position, we suggest, would require a unit cost at least \$35,000.00 - \$50,000.00.

The Centre is barely meeting current operating expenses from its revenues. Yet, it maintains a high utilization rate. To increase it to 100% would leave no time for necessary care and upkeep of the facilities. No estimates have been provided on the income accruing from a 100% occupancy rate. We feel, however with present utilization, that it would not generate sufficient additional revenue to cover a manager=s salary and benefits. Thus, there would have to be a substantial increase in the rates charged to users.

Soliciting increased use and charging higher rates may result in reaching the point of diminishing returns, unless more attention is given to upgrading the facilities and services offered. Current conditions indicate that some extensive maintenance and repair, and possibly capital work, will have to be undertaken to correct certain deficiencies.

There are several options for the overseeing of the Centre:

- (1) Oversight by the Chief Administrative Officer as a part of his/her job description.
- (2) Oversight by the Board.
- (3) Oversight by the Board who delegates this responsibility to the Chief Administrative Officer.
- (4) Oversight by the Board of Management who delegates this responsibility to a volunteer.

DEBT POSITION:

The cost of the Lavrock was \$1,373,880.00. The current debt as of December 31, 1995 is \$503,486.38 plus \$18,282.19 owing to the Anglican Foundation. The debt on operation for 1995 was \$5,358.08. We must remember that the Centre is the property of the Diocese and the Diocese is responsible for the debt. The following options to retire the debt could be considered:

- (1) The interest from the Church Extension Loan Fund be applied to the debt. This has been done in 1994 and 1995 (\$40,000.00 per year).
- (2) A portion of the interest from Glebe Funds that annually comes to the Diocese (\$10,000.00).
- (3) A capital campaign.
- (4) Increase the Parish Assessment.
- (5) Sell the property and hope to recover enough to retire the debt.

- (6) Raise the fees to balance the budget and pay on the capital cost.
- (7) The amount in our Diocesan Budget for paying interest on the loan continue at present level (\$40,000.00 per year). To use any of the \$40,000.00 interest that is not used to pay towards the capital debt.
- (8) To request the Friends of Lavrock to provide \$10,000.00 per year.

If we follow a number of the options it is possible to pay \$70,000.00 on the capital debt each year and in seven years we would pay for Lavrock. We must remember that we have paid over \$800,000.00 on the Centre.

The Programme Committee of the Diocese is a standing committee of the Diocesan Council whose mandate is the supervision and coordination of all Diocesan projects and programs. While the programme offerings at the Lavrock Centre should be coordinated through the Programme Committee is planning the Centre's activities and scheduling, it does not seem reasonable that the Committee should supervise the financial and business viability of the Centre.

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 3

Subject: Parish Viability

Moved by_____

Parish_____

Seconded by_____

Parish_____

RESOLUTION NO. 3

Be it resolved:

- (a) THAT it be the policy of this Diocese that each parish:
 - (i) be self-supporting, with a minimum of two hundred funding contributors;
 - (ii) be committed to the mission of the Church beyond its boundaries;
 - (iii) have a vision statement with an accompanying implementation and evaluation plan;
 - (iv) develop a budget.
- (b) That deviation from this policy be permitted only by the prior approval of the Diocesan Council, and for a set period of time.

The Trinity Deanery Working Group for this resolution were the following:

Mr. Mundon Reid, Parish of Norman's Cove, Chair
The Rev. Josiah W. Noel, Parish of Heart's Content, Secretary
Mrs. Rowena Wareham, Parish of Arnold's Cove
Mr. Lloyd George, Parish of Heart's Delight

The Working Group attended seventeen meetings including the following people:

Mr. Garfield Warren, Chair of Administration and Finance
Mr. Arthur Cheater, Financial Officer
The Rev. Ron Lee, Programme Officer
Mr. Elridge Thorne, Chair of the Monitoring Committee
The Parishes of Random South, Sunnyside, Arnold's Cove, Chance Cove/Little Harbour, Norman's Cove, Whitbourne, New Harbour, Heart's Delight, and Heart's Content
Trinity Deanery Chapter,
Trinity Deanery Council

Explanatory Notes/ Background/ Information:

Yesterday is history,
Tomorrow is a mystery,
Today is a gift,
That's why we call it the present.

We can do nothing to change history but should use the "Gift" of the present to learn from history so that the mystery of the future can be rationalized by an appropriate plan for the continuation and/or establishment of parishes and/or new parochial units.

At the request of the 1993 Foxtrap Synod, the Bishop established a Task Force to "investigate all opportunities to achieve greater efficiencies and economics to enable the Diocese to live within its actual revenues". Their report was discussed at the 1995 Harbour Grace Synod and very early it became evident that such a major document would bring much change to the Diocese. This resulted in Synod being prorogued to allow more time to consider and evaluate the whole process and end result.

Our decisions must be formulated realizing that "spiritual needs" and "financial responsibility" both play important roles affecting the constant changes which occur in our Diocese. Review of parish and Diocesan budgets, procedures, programmes, structures and boundaries will mandate necessary alterations to be made within the Diocesan structure for the strengthening of the Diocese as a whole.

Balancing spiritual needs and nurturing the faith community with financial responsibilities adherent to sound fiscal management requires great dexterity in deliberations on establishment, re-alignment, closure or other changes to the delivery of sacramental and pastoral ministry. Criteria for the closing of existing parishes, for the combining of neighbouring parishes into new clusters; or the implementation of new models of ministry is essential for the parish, diocese, and the bishop as decisions are made for the future.

Parish re-alignments of the recent past have had mixed results both spiritually and financially. The following facts are very pertinent to the analysis of the present state of these parishes:

- (a) Poor communication and non-existent negotiation prior to re-alignments.
- (b) Diocesan officials used "heavy-handed" tactics to forge alignments when participants did not wish to go a particular route.

- (c) Ill conceived and flawed planning with no provision for future evaluation or change in the process. Trial run concepts were not considered.
- (d) The possibility that all priests are not blessed with equivalent skills in parish development, leadership, pastoral work, etc. was not addressed or considered. Pro-tem appointments should have been tried thus enabling the Diocese the option of trying a different priest with a different set of skills and expertise in parishes that had experienced difficulties.
- (e) There were no implementation committees to oversee the development of the parish and give assistance and training to the laity undertaking major roles. Frustration and burnout took its toll.
- (f) The Diocesan budgeting process was perceived out of control and parishioners got the perception that Synod Office was a governing body totally inflexible and concerned with getting parish assessments. Many view assessments as "Gifts of the parishes to the Diocese" and more flexibility is required for some parishes with assessment arrears. Consideration should also be given to a reduction in the Diocesan Budget and to lower assessment rates in certain parishes who demonstrate the will to remain as a parish but due to circumstances of small numbers and/or multi-points have an extra load to bear.
- (g) A lack of vision has had a huge impact in many of our parishes. This is demonstrated by levels of commitment that are normally strong when a local need to exist, for example, repairs to a church or rectory. When the need is outside the parish boundaries, often the commitment level is very shallow.

- (h) Parishes have not sufficiently challenged its parishioners to make the extra effort with their time, talents or treasure. People need to be informed, nurtured, and challenged so that their roles are seen as meaningful and indeed vital to the life of the Church.

The geographical structure of the parishes on the island portion of our Diocese is relatively good with easy access to all parts of our Diocese. This easy interconnection of parishes can be used to a great advantage to:

- (a) provide access to neighbouring clergy to adjacent parishes wishing to experiment with different models of ministry;
- (b) enable parishes to consolidate some points where numbers are small and commitment is lacking to support their local church.

It is imperative that an affirmative and intentional process be well thought-out and sensitivity demonstrated all throughout this process to alleviate past mistakes. A time frame for a "trial run" must be agreed upon, and the vision statement, evaluation and implementation plan (such as "Enabling Ministry Through Evaluation") put in place. An implementation committee should monitor progress and communicate regularly with all parishioners during the entire implementation period. People should control their own destiny and assume responsibility for their parish but commitment is essential.

"The parish vision statement is a picture of the future that a parish wishes to create. It describes a future state that is desired. Thus, vision statements are future oriented and expressed as if they currently exist. A parish profile with its descriptions of the community/ies; worship and education life; outreach and financial/stewardship life of the parish; church/es and rectory will also detail the present size of the parish and compare it to the size five years ago; and list its particular strengths and areas of weakness in the

life of the parish. It will include statements of parish visioning and parish mission and will also set specific goals of the parish for the next one to five years.

Through baptism, God calls people in the church to ministry. The overall objective, therefore, of a parish evaluation programme is the enhancement of that ministry. People involved in ministry need to be encouraged by having their strengths recognized and their weaknesses assisted. A sound parish evaluation programme can do both. Enhancement of ministry does not simply happen. Improvements are achieved through deliberate efforts, one of which is instituting an evaluation system which is supportive in nature." (From: "Enabling Ministry Through Evaluation").

Parish viability will mean different things to different people: spiritual, financial, geographical, etc. and will depend on what the perceived needs of the parishioners are. If the spiritual, emotional, and social (fellowship) aspects of the parishes are met then the financial needs should automatically follow suit. The viability of a parish will often be determined by the dedication and faithful commitment of those who are members of the local faith community. This is especially true of the called and ordered leadership. It is crucial that clergy recognize their roles as leaders as well as managers. Viability of local parishes can be set out as attainable goals according to the guidelines suggested or determined by the heart and soul of a group of people who are called to do great things for God and His Church.

Each parish should be able to contribute to its own well being and to the well being of the Church beyond its boundaries through the gifts of the people. Fundraising will undoubtedly be required at times to reach certain goals such as costly repairs and the new construction of structures. Also it may be required to assist a parish to reduce or pay off parish arrears or other debts. It should be an attainable goal for every parish to be self-supporting through givings. This would then allow for extra-ordinary projects to be assisted by fundraising, thus permitting the church to become focused on providing

programmes and services that will strengthen the parish spiritually and renew them for Service and Ministry.

RATIONALE:

The resolution on Parish Viability at the beginning of this report sets in place a "Criteria" for the Diocese to better enable it to administer the affairs of the Diocese as a whole. To shape our future means that we first deal with our present status. The parishes, Deaneries, and Diocesan Committees have studied the problems of Christian Stewardship - Time, Talents, and Treasure over many years and decades. It is often said that the Church's evolution has been painstakingly slow, but we are now at a period in time to make certain decisions.

"Congregations survive within parishes which survive within dioceses only as functional units. Are they proclaiming Good News by their life and witness to the community in which they are called to live or are they there for the benefit of those who claim membership but not servanthood? It is the function of the Synod and the Bishop to develop guidelines for the establishment of parishes and congregations so that Good News may be proclaimed and it is the responsibility of the Synod and Bishop to explore other methods of proclaiming the Good News when these local units are no longer viable (life giving, life filled). Within these local units, these congregations and parishes are assemblies of the faithful called to do ministry in these local areas - clergy and lay alike. Through their call to Baptismal Ministry, they need to share a vision of what Christ's church can be to this broken and hurting world. Clergy need to be reminded that they are called to be fishers and not keepers of an aquarium. Laity need to recognize that the availability of pastoral and sacramental leadership and service is to equip them for the building up of the body and not for the satisfaction of their personal desires or the satisfaction of their needs. Together, through the grace of God's Holy Spirit, members

of this Diocese will become the presence of Christ to the creation for which He died, and rose, and is constantly renewing. @

As a family we have a glorious opportunity to participate in a renewal process which can make a statement to the whole of our Church. (From : Preamble- Task Force ' 95)

IMPLEMENTATION :

To implement the above resolution on Parish Viability we propose the following resolutions:

1. A proposal to amend the resolution on Parish Viability

2. Two methods of implementing the above:
 - (a) A resolution which allows for some choice **(Options 1-4)**

 - or

 - (b) A resolution which allows for no exceptions **(Option 5)**

3. A resolution to form a new committee for the above.

1. A proposal to amend the resolution on Parish Viability: (Resolution No. 3)

Moved by _____ Parish _____

Seconded by _____ Parish _____

AMENDED RESOLUTION

Be it resolved:

- (a) THAT it be the policy of this Diocese that each parish:
 - (i) be self-supporting;
 - (ii) be committed to the mission of the Church beyond its boundaries;
 - (iii) have a mission statement with an accompanying implementation and evaluation plan;
 - (iv) Develop a budget.

- (b) That deviation from this policy be permitted only by the prior approval of the Diocesan Council, and for a set period of time.

Explanatory Notes/ Background/ Information:

The phrase "with a minimum of two hundred funding contributors" would be deleted because our Diocese has no policy of what constitutes a funding contributor. Is it someone who enables the parish to meet its budget or is it someone who shows a genuine commitment to give ?

The word "contributor" is confusing at best and meaningless to many people.

The important focus for this resolution should be that all parishes be self-supporting regardless of how many funding contributors it has.

2. Two methods of implementing the above: (Amended Resolution No. 3)

(a) A resolution which allows for some choice (Options 1-4)

Moved by _____ Parish _____

Seconded by _____ Parish _____

Be it resolved:

THAT one of the following four options or a combination of the four be used to implement the amended resolution on Parish Viability :

Option 1 (Parish Viability with exceptions for newly established parishes)

Where the above criteria is not being met, the Archdeacon/Diocesan Council shall begin immediately to work with these parishes to develop a strategy to set achievable goals by the end of the following fiscal year. In the future no parish shall be established/restructured/continued unless it undertakes in writing through the Parish Council/Vestry to meet the above criteria.

Where a parish is normally viable but is threatened by short-term financial problems it may make application for a Grant-in-Aid through the Administration and Finance Committee on an annual basis. Such a grant shall not be renewed without thorough evaluation by the Administration and Finance Committee.

Where there are unique and extenuating circumstances which would delay the implementation of the above guidelines (such as in the cases of newly established

parishes) all boundaries and personnel shall be left in place. Grant-in-Aid may be increased if necessary to enable the parish to become viable. This is to be reviewed annually for a five year period. Only pro-tem appointments shall be made at this time. After this five year period a re-alignment of boundaries and the removal of personnel may be necessary.

Pro:

- < There is a general feeling that a poor job was done in establishing new parishes in the past. Sometimes this was done against the wishes of the local congregations. No proper evaluation was in place. Many parishioners felt intimidated by the consultation that was used by committees of Synod. There was no agreed trial period with the option that if newly established parishes would not be viable some alternatives would be worked out.
- < Given the time and energy needed to establish a new parish in areas where population is stable or declining longer periods of grace (financial) may be necessary.
- < Many of these newly created parishes have worked hard to become viable building or buying new rectories, and meeting financial commitments (stipend and assessment).
- < A proper evaluation plan, for example, "Enabling Ministry through Evaluation" needs to be put into place to encourage all these parishes to become viable. Such a period may take an additional five years with increased financial assistance from the Diocese.

Con:

- < For newly established parishes which are not viable more time and money will be used to determine their future.
- < We may be prolonging the inevitable non-viability of the parish.
- < Grant-in-Aid would have to be continued with increases to accommodate newly established parishes.

Note:

- < Four newly created parishes have assessment arrears over \$8,000.00 each as of December 31, 1995.
- < Five long established parishes have assessment arrears over \$13,000.00 each as of December 31, 1995.

Option 2 (Parish Partnerships)

Where the above criteria is not being met, the Archdeacon/Diocesan Council shall begin immediately to work with these parishes to develop a strategy to set achievable goals by the end of the following fiscal year through a **Parish Partnership**. **This partnership between two or more parishes would leave all boundaries in place for the present. Personnel would be shared with all partners making their contribution to the financial commitments of the partnership. The number of clergy may be reduced. Grant-in-Aid may have to be left in place.**

In the future no parish shall be established/restructured/continued unless it undertakes in writing through the Parish Council/Vestry to meet the above criteria.

Where a parish is normally viable but is threatened by short-term financial problems it may make application for a Grant-in Aid through the Administration and Finance Committee on an annual basis. Such a grant shall not be renewed without thorough evaluation by the Administration and Finance Committee.

Where there are unique and extenuating circumstances (such as in the cases of newly established parishes) which would delay the implementation of the above guidelines a time line for completion will be negotiated among the Bishop, Diocesan Council and Parish Council.

Pro:

- < It would enable non-viable parishes to eliminate some of their debts such as assessment arrears combined with repaying loans on rectories. Some parishes might be able to manage financial commitments if they were debt free.

- < Many of these newly created parishes have worked hard to become viable, building /buying new rectories, and meeting financial commitments (stipend and assessment).
- < Parish identity would be maintained.
- < Parishes would have the opportunity to share clergy addressing the mission of the Church beyond their boundaries.
- < If the Parish-Partnership is a short-term arrangement a permanent dissolution may not be necessary.
- < There would be a greater opportunity for lay leadership in administration and worship.

Con:

- < Pressure would be placed on clergy to manage larger areas requiring more travel.
- < There would be a loss of personnel (clergy)
- < If necessary Grant-in-Aid would be left in place.

Option 3 (Parish Cluster)

Where the above criteria is not being met, the Archdeacon/Diocesan Council shall begin immediately to work with these parishes to develop a strategy to set achievable goals by the end of the following fiscal year by setting up a **Parish Cluster Ministry**. In this new parish boundaries will be removed, the number of clergy may be reduced, the continuing of Grant-in-Aid may be necessary. The following appointments will be made:

- < **Rector/Priest in Charge** - to be responsible for all management and supervision of the ministry team, and the Administration and Finance of the new parish.
- < **Assistant Priests (as finances permit)** - use their gifts for a shared ministry of the whole area.
- < **Secretary (as finances permit)** - to assist the above.
- < **A Parish Council will be elected to function as Parish Councils would normally do.**
- < **A process for repayment of debts (arrears, loans) must take into account the critical need to spend a lot of time to establish this new parish.**

In the future no parish shall be established/ restructured/ continued unless it undertakes in writing through the Parish Council/Vestry to meet the above criteria.

Where a parish is normally viable but is threatened by short-term financial problems it may make application for a Grant-in-Aid through the Administration and Finance Committee on an annual basis. Such a grant shall not be renewed without thorough evaluation by the Administration and Finance Committee.

Where there are unique and extenuating circumstances which would delay the implementation of the above guidelines a time line for completion will be negotiated among the Bishop, Diocesan Council, and Parish Council.

Pro:

- < This would allow a new viable parish to be set up.
- < Priests with specific gifts would be responsible for certain areas of ministry.
- < The consolidation of parishes with fewer clergy would mean a lower budget, thus lowering operational costs.
- < A new regional identity would broaden our mission.

Con:

- < There would be a loss of parish identity to a larger regional setting.
- < The area consolidated may not have historical, or cultural ties.
- < Larger area for everyone to travel.
- < Increase in the number of points (congregations).
- < The issue of parishes bringing large debts (assessments, loans) may cause problems.
- < There may be short term upheaval in determining which rectories will be vacated, sold, etc.

Option 4 (Parish create their own model)

Where the above criteria is not being met, the Archdeacon/Diocesan Council shall begin immediately to work with these parishes to develop a strategy to set achievable goals by the end of the following fiscal year.

In the future no parish shall be established/ restructured/continued unless it undertakes in writing through the Parish Council/Vestry to meet the above criteria.

Where a parish is normally viable but is threatened by short-term financial problems it may make application for a Grant-in-Aid through the Administration and Finance Committee on an annual basis. Such a grant shall not be renewed without thorough evaluation by the Administration and Finance Committee.

The unique and extenuating circumstances which would delay the implementation of the above guidelines would include a parish requesting the option to explore a different type of parochial ministry within their boundaries. This new model would require a time line for completion (with a proper evaluation plan) to be negotiated among the Bishop, Diocesan Council and Parish Council.

Pro:

- < This will allow parishes to be creative and flexible in addressing their local needs.
- < Ongoing evaluation will address issues as they arise.
- < Flexibility needs to be allowed to address debts (arrears, loans)
- < Good opportunity for Lay leadership, visioning and planning.

Con:

- < Each parish may require a different set up.
- < Grant-in-Aid may have to be continued (indefinitely).

Option 5 (Parish viability - no exceptions)

(b) A resolution which allows for no exceptions

Moved by _____ Parish _____

Seconded by _____ Parish _____

Be it resolved:

THAT the following process be used to implement the resolution on Parish Viability:

Where the above criteria is not being met, the Archdeacon shall begin immediately to work with these parishes to develop a strategy to set achievable goals by the end of the following fiscal year. **This may mean the revision of boundaries with neighbouring parishes, the redundancy of rectorships, the consolidation of multi-point parishes, the sale of rectories, etc.**

In the future no parish shall be established/ restructured/ continued unless it undertakes in writing through the Parish Council/ Vestry to meet the above criteria.

Where a parish is normally viable but is threatened by short-term financial problems it may make application for a Grant-in-Aid through the Administration and Finance Committee on an annual basis. Such a grant shall not be renewed without thorough evaluation by the Administration and Finance Committee.

Where there are unique and extenuating circumstances which would delay the implementation of the above guidelines a time line for completion will be negotiated among the Bishop, Diocesan Council, and Parish Council.

Pro:

- < All parishes will be financially viable.
- < The elimination of Grant-in-Aid as a fixed method of supplementing parish income.
- < The elimination of the Diocesan assessment arrears.
- < Consolidation will reduce operating costs.

Con:

- < A decrease in the number of parishes.
- < This would have a far sweeping negative impact on the spiritual well being of the Diocese.
- < Loss of parish identity.
- < Increase in travel for clergy and lay.
- < Former debts and arrears may cause problems.

3. A resolution to form a new committee for Parish Viability

Moved by _____

Parish _____

Seconded by _____

Parish _____

Be it resolved:

THAT when parishes are no longer considered viable, an implementation committee called "The Parish Ministry Committee" shall be formed consisting of:

- (a) The Archdeacon
- (b) The Regional Dean
- (c) Other appointments from Diocesan Council
- (d) The Rector/Priest-in-Charge (if one is present)
- (e) Two members from each congregation

SUMMARY:

Each parish should meet some form of viability criteria. The "Process for Implementation" is the most crucial issue. In the past ten years our Diocese has grown to 42 parishes. It is necessary to provide several options for "Implementation" because our Diocese

has a full range of parishes from large urban centres to very small communities. Many of our parishes have been created recently (in the past ten years). The newly established parishes will be adversely affected by the original resolution and option five. Great care must be taken as we implement this or any amended resolution on parish viability.

There is no substitute for a process of good communication and negotiation prior to any changes, whether our Diocese is establishing, restructuring, or continuing any parish. Would this Committee replace the present Boundaries Committee?

PLEASE SEE APPENDIX 1 - 4

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 4

Subject: Archdeaconry of Labrador

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 4

Be it resolved:

- (A) THAT the Parish of Lake Melville be the central delivery point for the ministry of the Diocese in Labrador;
- (B) THAT the Rector of Lake Melville be the territorial Archdeacon for Labrador;
- (C) THAT there be an Assistant Curate who shall have pastoral responsibility for the congregation of St. Timothy=s, Rigolet.

EXPLANATORY NOTES

The Labrador Working Group for this resolution were the following:

The Rev. Derek Thomas, Lake Melville

Twenty-eight clerical and lay representatives from six parishes

The resolutions from the Task Force pertaining to the Archdeaconry of Labrador were assigned to the Archdeaconry for study and comment. The six parishes met via

teleconference on November 30, 1995 at which time their task was clarified. The resolutions were studied in the parishes during December and January. Each parish then made a presentation to the Labrador Planning and Strategy Committee which met in Happy Valley-Goose Bay January 30 through February 2, 1996. Attending the meeting were twenty-eight clerical and lay representatives from the six parishes together with Canon Carl Major, Mr. Bob Noseworthy, and the Rev. Derek Thomas from the Advisory Group on the Task Force, Bishop John R. Clarke (Conference facilitator) and Bishop Donald F. Harvey. The following is a summary of their findings.

The rationale for (a), (b), and (c) being presented all together in a single resolution would seem to be as follows: (a) Because Lake Melville is central (b); the territorial Archdeacon would ideally be resident in Happy Valley-Goose Bay (c); an assistant Curate would be able to provide sacramental coverage while the Archdeacon is out of town attending to the duties of his/her office.

PART A

Part A derives from the following considerations: Lake Melville is geographically central, large enough to host meetings of the clergy and laity of the Archdeaconry and relatively permanent, given its increasingly diversified economic base. A central delivery point for diocesan ministry is somewhat analogous to the position of Charlottetown within Prince Edward Island in the Diocese of Nova Scotia. But whereas a Charlottetown church has been designated as a second cathedral within the Diocese of Nova Scotia, the term central delivery point carries no such connotation. (Central delivery point) gives expression to what Goose Bay has already become: a central location for deanery meetings, workshops and training events. In terms of the cost of travel to and from other parishes, Goose Bay is the most economical location; any further improvements to the Trans Labrador Highway will make it even more so.

FINANCIAL IMPLICATIONS

There are no costs implied in this part of the resolution.

PROCESS FOR IMPLEMENTATION

This part of the resolution simply recognizes what has already been happening.

PART B

Part B is closely related to Part A. Given the central location of Happy Valley-Goose Bay, placing the Archdeacon in Happy Valley-Goose Bay would significantly decrease the Archdeacon=s travel time and travel costs to and from other parishes and to and from St. John=s. This part of the resolution does have constitutional implications for the Bishop=s exclusive right to appoint Archdeacons (Canon 2.1) and the parish=s consultative role in the appointment of its incumbent (Canon 3.43). This is somewhat analogous to the Cathedral=s role in the appointment of its incumbent and the Bishop=s exclusive right to appoint a Dean. In both cases, consultation and negotiation between Bishop and parish can lead to a mutually agreeable and beneficial appointment. It should be noted that the designation of Labrador as an Archdeaconry remains a powerful statement of Diocesan care and concern for the mainland portion of the province.

FINANCIAL IMPLICATIONS

Placing the Archdeacon in the Parish of Lake Melville will effect a significant financial saving for the Diocese.

PROCESS FOR IMPLEMENTATION

Recognizing that there is already a territorial Archdeacon resident in Labrador West, the committee recommends that this part of the resolution not be implemented while the present Archdeacon continues to be employed as a priest in Labrador.

PART C

Part C - This part of the resolution would reinstate an arrangement that existed from the mid 1980's through the early 1990's.

Pro: If the Parish of Lake Melville were to pay the stipend, housing allowance and travel costs of a priest who would serve both Lake Melville Parish and Rigolet, this would represent a huge saving for the Diocese. While the Parish of Lake Melville has great potential, it must be noted that the Parish is currently \$25,000.00 in arrears to the Diocese and there are at present 200 funding contributors.

Con: The Archdeaconry of Labrador will introduce a motion to delete this part of the resolution based on the following considerations:

1. The Parish of Rigolet has only recently been established; the people of Rigolet would like to see their priest remain in Rigolet and would wish to be given the same opportunity afforded to the Parishes of Cartwright and Battle Harbour (as outlined in the next resolution) to attain viability and financial independence.
2. Although Rigolet is a small parish (90 families/300 souls), it is comparable in size to the Parish of Churchill Falls where there are 105 families of which 55 families are Anglican.

3. Rigolet is 150 kilometres from Goose Bay. The only method of transportation is by air, boat in summer, skidoo in winter. Such a distance factor in the Diocese of the Arctic could qualify a congregation to become a separate parish.
4. This part of the resolution limits the alternative forms of ministry being considered for the Archdeaconry e.g. the Vocational Diaconate Non-stipendiary Ministry. The Lambeth Conference of 1988 in its section on Mission and Ministry say the following:

ΔFor many there is an unchanged belief that the normal pattern of ministry is still the multi-purpose and full-time stipendiary priest. Recent developments have shown, however, that this is only one of a number of possible patterns of ministry.

We welcome the many new varieties of ministry and believe that they should be encouraged. Especially notable has been the increase in non-stipendiary ministry, which in some dioceses is becoming the norm. In welcoming this development we recognize that no term is entirely satisfactory, but of the names before us, we like best >self-supporting ministry=. A clear and generally used name would be an important step forward.

There are recognizable differences between:

- (i) A diocese (or parish) whose ministers are paid through secular employment because there is no other source of finance;

- (ii) A diocese (or parish) which on theological grounds is committed to a self-supporting ministry;
- (iii) A diocese (or parish) with widespread growth which is best met by a mixture of church-supported and self-supporting ministry;
- (iv) A diocese (or parish) which, conscious of the alienation of many people and institutions from the life of the church, welcomes the ordination of people for the exercise of ministry within the context of their daily work;
- (v) A Christian community in which, by reason of size, widely scattered churches, isolation or distinctive culture, there is a home-bred local ministry closely related to the needs of that community.

We are convinced that the need of the world for the Gospel cannot be met without a massive expansion of all forms of both lay and ordained ministry. We believe that such an increase in ordained >self-supporting= ministries can take place without threatening existing lay ministries. @

- 5. A priest ordinarily resident in Rigolet could cover for the Archdeacon whenever he/she had to be away from Happy Valley-Goose Bay.
- 6. When the arrangement envisaged in this part of the resolution was tried previously, it was not deemed to be a satisfactory arrangement by the Parish of Lake Melville or by the congregation at Rigolet or by the priest who attempted to carry on this ministry.

COST IMPLICATIONS

Additional cost of implementing this part of the resolution would include housing in Goose Bay and travel cost to and from Rigolet.

PROCESS FOR IMPLEMENTATION

If this part of the resolution were to be passed as is, implementation could take place as early as the summer of 1996.

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions

Resolution No. 5

Subject: Archdeaconry of Labrador

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 5

Be it resolved:

- (a) THAT the Diocesan operating grant for the Parishes of Cartwright and Battle Harbour, as presently funded be phased out over a five-year period beginning in 1997.

- (b) If further aid is required by these parishes they make application to the Administration and Finance Committee which, after investigation, may approve such grant for up to twenty percent of the parishes= operating budget.

EXPLANATORY NOTES

The Labrador Working Group for this resolution were the following:

The Rev. Derek Thomas, Lake Melville

Twenty-eight clerical and lay representatives from six parishes

Pro:

1. The two parts of this resolution aim at bringing the Parishes of Cartwright and Battle Harbour into line with aided parishes in the Archdeaconry of Eastern Newfoundland.
2. The parishes concerned are confident that they can meet the challenge presented by this resolution.

3. The parishes concerned have already achieved considerable financial success. A generation ago the stipends of the incumbents were totally funded by the Diocese. At present, Diocesan funding accounts for 33% of the budget in Cartwright and 40% of the budget in Battle Harbour. Reducing Diocesan funding to 20% over a five-year period is seen as a realistic and achievable goal.

Con:

1. The resolution as presently worded names specific parishes rather than developing a policy which will apply to all parishes.
2. The resolution as presently worded speaks in a negative manner of phasing out Diocesan financial support; the same resolution could be restated in a positive manner to speak of the parishes assuming a greater share of their operating budgets.
3. The resolution as presently worded makes no allowance for the consultation process being put in place by the Administration and Finance Committee whereby parishes will negotiate with the Diocese the amount of their assessments.

Taking into account the above stated pros and cons, the Archdeaconry of Labrador will ask that Part A of this resolution be withdrawn and that the following be substituted therefor:

NEW RESOLUTION

ΔCommitting themselves to working toward total financial independence, the parishes in Labrador presently funded by Diocesan operating grants will assume a progressively larger share of their operating budget with the realistic goal of reaching 80% (of budget) over a five-year period starting in 1997.Δ

The Archdeaconry will further move that Part B of this resolution be amended by changing the word ΔgrantΔ to grantsΔ and by deleting all the words that follow. The 20% ceiling (stating the situation from a negative point of view) is implied in the amended first part of the resolution which speaks in a positive vein of the parishes= assuming 80% of their budgets.

COST IMPLICATIONS

The Diocese will realize considerable savings as the aided parishes move toward assuming 80% of their operating budgets.

PROCESS OF IMPLEMENTATION

The time line indicated in the resolution itself is clearly stated, acceptable and achievable.

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions

Resolution No. 6

Subject: University Chaplain

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 6

Be it resolved:

- (a) THAT the Chaplaincy to Memorial University and other post-secondary institutions be recognized as a Diocesan priority.

- (b) THAT the Chaplain maintain contact with each regional campus within the Diocese.

EXPLANATORY NOTES/BACKGROUND/INFORMATION

Members of the Working Group:

- The Rev. John Courage - Chair
- Mrs. Bertha Pike - Lay Delegate (St. Thomas= Parish)
- Ms. Krista Tucker - Youth Delegate (St. Philip=s Parish)
- Mrs. Trudy Sullivan (Queen=s College)

The Working Group met with

- (a) The Venerable Owen Coffin
- (b) The Rector and Representatives of St. Augustine=s Vestry
- (c) The lay delegates of Avalon East Deanery
- (d) The University Chaplain

and the Chair spoke with

- (e) The Venerable Gerry Colbourne of Western Newfoundland
- (f) The Rev=d Don Young of Central Newfoundland

(Note a planned meeting with students had to be cancelled and was not able to be rescheduled)

The Chaplaincy is a Tri-Diocesan program. When one or more of the partners are not able to financially support this work the program is in jeopardy. The issue of funding remains very unsettled. It would appear that if the MUN Chaplaincy is to continue without our Diocesan financial support, the position would not be financially possible. The Central Diocese has indicated that they will have to make a decision in 1996 if they will continue their financial support. The following is the Diocese of Central Newfoundland: AThat we will support the MUN Chaplaincy until December 31, 1995 and that we encourage Joint Committee to pursue the possibility of an Ecumenical Chaplaincy and, in the event that they are unable to reach an agreement with the other denominations, this Executive would reconsider its decision.@

The history of the Anglican Chaplaincy goes back several decades. For some time the Clergy of Queen=s College assumed this role, until the Rev. Murray Randell was appointed the first Chaplain in the 1960=s. With the re-opening of Queen=s College in the early 1980=s, the Chaplaincy stipend was shared evenly between the College and the three Dioceses. The quarter share of Queen=s College was taken over by the Parish of St. Augustine in 1993.

While there is a strong expectation for the role of the Chaplain, there is not a strongly defined job description. St. Augustine=s Parish has a profile (from the Joint Committee) on their expectations for the Chaplain as a part of the parish and as a Chaplain to MUN. There is a sense that as a Chaplain, ministry to MUN and other institutions would include administrative staff, maintenance, faculty, graduate students as well as the general student body. It is seen that the Chaplain ought to provide pastoral care, and with the exception of emergencies, should provide direction for counselling by establishing a network to other disciplines.

Though the Chaplaincy is meant to include the other post secondary institutions (i.e. Cabot College), this has not been the case, due to the lack of interest by these institutions. Contact has been sought, but has not been reciprocated by the other institutions.

There are two schools of thought as to the continuation of this ministry: To maintain the present denominational Chaplaincy or to be a part of the establishment of an Ecumenical Chaplaincy (possibly with the United Church).

We need some clarity of what we mean by a Diocesan priority@.

Denominational Chaplaincy:

Presently, the Roman Catholic, Salvation Army, Pentecostal and Anglican Churches provide a Chaplaincy ministry. The United Church recently removed their Chaplaincy position. It is strongly felt by the Roman Catholic Church, the Salvation Army and the Pentecostal Church that support for a denominational Chaplain is needed owing to our cultural milieu. It is felt that most students still have denominational ties, though some boundaries are being crossed.

Ecumenical Chaplaincy:

This ministry is supported by the University Administration, the United Church and the Dioceses of Western Newfoundland and Central. Our Diocese has also carried on discussion on this matter, (with the United Church) a decision supported by some persons contacted through this process.

A common question raised asked whether as a Church we are getting value for the cost of the Chaplaincy, considering the number of people in contact with the Chaplaincy Office. While there are an estimated 5,000 Anglicans on Campus, approximately 150 students per semester (70 Eastern Newfoundland and Labrador, 40 Central Newfoundland, 40 Western Newfoundland) are in direct contact with the Chaplain. Of this number most come from outside the City of St. John=s representing about 30 communities across the province. As well, there are also international students who avail of this ministry.

Recommendation:

Our Diocese needs to make a definite decision as to whether we are going to financially support a denominational Chaplaincy for a set number of years, or to commit funds to an ecumenical Chaplaincy for a set number of

years. This decision needs to be made not only for the benefit of the other Dioceses, and the Parish of St. Augustine, but also for the current Chaplain who cannot be kept in such a state of uncertainty.

Contact with the Regional Campuses was not seen to be a viable option with the present work arrangements. The whole Chaplaincy work would have to be redirected. Except possibly in a coordinating position for local clergy. Nevertheless it was felt that as a Church we need to consider the Chaplaincy needs in Regional Colleges both Government and private.

FUNDING

	St. Aug.	E N/L	Cent	West	
1996	13,928	7,000 _(6mon)	7,000 _(6mon)	15,000	
1995	13,928	14,300	15,000	15,000	
1994		14,000	14,000	14,000	1/4=s
1993		16,306	16,306	16,306	1/3=s
1992		14,000	14,000	14,000	1/4=s
1991		12,893	12,893	12,893	1/4=s

IMPLEMENTATION:

Estimated Cost of Partnership Funding

Diocese to provide (3 Dioceses - \$15,000.00 each)	\$45,000.00
St. Augustine=s to provide	<u>\$14,000.00</u>
Total	<u>\$59,000.00</u>
Cost to the Diocese to undertake it alone	\$59,000.00

Cost of an Ecumenical Chaplaincy with one partner \$27,500.00

In any Chaplaincy the requirement would be:

1. An outline of the scope, purpose, goals and objectives of a Chaplaincy.
2. A job description.
3. Lines of accountability and reporting.
4. A budget for the program.

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 7

Subject: Special Ministries: Hospital Chaplaincy

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 7

Be it resolved:

- (a) THAT Chaplaincy services to health care facilities throughout the Diocese be recognized as a Diocesan priority, and that there be a Diocesan budget item to provide funding for pastoral care and counselling which shall not be less than the cost of maintaining the two positions currently funded.

- (b) THAT the lead Chaplain be an Anglican priest holding the Bishop=s licence and be a Certified Pastoral Care Specialist. This Chaplain would provide guidance and support to local parish clergy, and be accountable to the Chief Administrative Officer.

EXPLANATORY NOTES/BACKGROUND/INFORMATION

Members of the Working Group:

The Rev. John Courage - Chair

Mrs. Bertha Pike - Lay Delegate (St. Thomas= Parish)

Ms. Krista Tucker - Youth Delegate (St. Philip=s Parish)

Mrs. Trudy Sullivan (Queen=s College)

The Working Group met with:

- (a) The two Hospital Chaplains (Hatcher/Kellett)
- (b) The Pastoral Care Director at the Waterford (Barnes)
- (c) The Rev=d Trudy Gosse (Part-time Hospital Chaplain & Waterford Hospital Volunteer)
- (d) The Rev=d Paul Bishop

the Chair met with:

(e) The Pastoral Care Director at the Janeway (Singleton)
and received a written submission from:

(f) The Anglican Representatives on the Pastoral Care Committee of
Carbonear Hospital (Penney/Budden)

The Anglican Church has maintained a sacramental priestly Chaplaincy since the 1940=s to the city hospitals and institutions. This Chaplaincy has been providing pastoral care twenty-four hours a day, seven days a week, each day of the year and has been funded by the Diocese.

Generally all contacts saw the need to further develop the definition of what we mean by [Chaplaincy services](#) and [health care facilities throughout the Diocese](#).

As a Working Group we encountered two distinct positions on the Certified Pastoral Care Specialist. (1) National standards define this position as a person who has completed at least two basic and two advanced sessions of Supervised Pastoral Education (S.P.E.) among other requirements. Supervised Pastoral Education is a blanket term which includes Clinical Pastoral Education and Pastoral Counselling Education. Presently, each student at Queen=s College is required to participate in one session of S.P.E.. (2) Others consider [equivalent experience and education](#) among the job descriptions for Chaplaincy. It was also felt a proper job description of the lead Chaplain needs to be developed which would include a definition of [guidance and support to local parish clergy \[and trained laity\]](#).

The second Chaplaincy position was a cause of great discussion. Numerous questions were raised:

< Does this mean funding is for

- a) a full-time position
- b) two half-time positions
- c) four quarter time positions
- d) sharing Chaplaincy services with other denominations
- e) are there other and innovative ways this money can be used in providing Chaplaincy services

< Is this second position meant to be

- a) an ordained person
- b) a lay person(s)
- c) training for volunteer visitors
- d) ecumenical in scope?

< What is the defined role of the lead Chaplain?

< Do we have a vision for Hospital Chaplaincy?

< How do we see ministry developing within the Health Care?

< Will the Chaplain(s) be part of a multi-disciplinary team?

- < Will funding be allocated to other hospitals and institutions (Carbonear, Waterford, prisons,...)?
- < The shift from in-patient services to out-patient services and the implications for pastoral care (Cancer Clinic/ Hostels..)
- < Can a linkage be established between Queen=s College and all hospitals and institutions regarding Supervised Pastoral Education, Outreach Programmes and Internships?
- < Should further investigations take place in establishing an ecumenical Chaplaincy with a denominational call-in when needed?
- < Will the Bishop be able to place a person he/she feels to be best suited even if that person does not have the >Specialist= designation?
- < Who should the Chaplains be accountable to and what is the selection process?

If this resolution is passed and two positions funded, the lead Chaplains time will be in other areas than sacramental ministry.

As a committee we see three models for the Hospital Chaplaincy ministry with a combination of 1 or 2 with 3:

- 1) Maintain the Status Quo;
- 2) Encourage an Ecumenical Chaplaincy with a call-in for denominational sacramental ministry as needed by the patient and/or family;

- 3) Develop Visitation teams of trained lay persons from the parishes.

Recommendations:

- < That we develop a purpose statement with goals and objectives for the Hospital Chaplaincy with a job(s) description.
- < That our Diocese make a definite financial commitment for a number of years to this ministry in whatever form it may take: ie: Denominational or Ecumenical

Suggested Amendments

- (a) That Chaplaincy services to health care facilities throughout the Diocese be recognized as a Diocesan priority, and that there be a Diocesan budget item to provide funding for pastoral care and counselling which shall not be less than the cost of maintaining the two positions currently funded.
- (b) That the lead Chaplain be an Anglican Priest holding the Bishop=s licence and be a Certified Pastoral Care Specialist **or have equivalent education and experience**. This Chaplain would provide guidance and support to local parish clergy and **trained lay people**, and be accountable to the Chief Administrative Officer.

COST OF CHAPLAINCIES (Diocesan Funded)

1991	3 Chaplains	153,500.00
1992	3 Chaplains	162,400.00
1993	3 Chaplains	168,614.00
1994	3 Chaplains (10 mon)	

	2 Chaplains (2 mon)	164,398.00
1995	2 1/4 Chaplains	121,300,00
1996	2 1/4 Chaplains	134,290.00*

*includes required maintenance on clergy housing

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 8

Subject: Professional Development

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 8

Be it resolved

THAT an intentional and determined effort be mounted to provide improved leadership skills for both clergy and laity; and to this end:

- (a) there be an annual Bishop=s Residential Conference to deal with professional development for clergy; and
- (b) the Programme Committee develop a plan for the enablement of Lay Ministry in the Diocese.

The Conception Bay Working Group for this resolution were the following:

The Rev. John Dinn
The Rev. Robert Chafe
The Rev. Robert Rowlands
Mr. Walter Dawe, Jr.

The Working Group met with the following:

- (a) The Deanery Council of Conception Bay
- (b) The staff of Queen's College

CLERGY PROFESSIONAL DEVELOPMENT:

Based on discussions with the above groups, the working group found all around support for the above resolution. It was discovered that many of the parishes in this area were not aware of the regulation on pg. 48 of the Joint Committee Handbook, section K covering continuing education and leave. Sub-section 4 reads: " Clergy are eligible for up to two (2) calendar weeks annually for continuing education purposes. This leave is not cumulative from one year to the next, and cannot be used to extend the sabbatical period referred to in section V.L. This shall be at the consent of the Bishop. This policy has been in effect since 1986. It was expressed that more clergy should be given the opportunity to take advantage of this educational leave.

Clergy should also be encouraged to use their Continuing Education Fund to further their professional development. The use of Continuing Education Funds for the purchasing computers needs to be reviewed.

It was recommended that each priest meet with the Bishop annually to discuss their continuing education goals. Lay people should also be encouraged through the Parish Evaluation Committee to advise the Bishop of any areas of concern they may have about the on-going development of the professional skills of their clergy.

The options for clergy training are:

1. An Annual Bishop=s Residential Conference.
2. That Queen=s College be requested to provide short-term courses and workshops for Clergy on topic(s) suggested by the Diocese and the Deaneries etc.
3. The Diocesan Programme Committee to be mandated to provide workshops that are beneficial to professional development.
4. When the Diocesan Evaluation process is in place the Parish Evaluation Committee recommends to the Bishop that area of growth and development that the Rector should pursue.
5. The Diocesan Programme Committee should be mandated to keep the clergy informed of training events in Newfoundland, North America and the world.

Cost:

- < Clergy to use their Continued Education Fund.
- < The Diocese to set up a continuing education fund to assist in the cost.
- < That the Programme Committee be mandated to seek scholarships and other funding.

PROGRAM FOR ENABLING OF LAY MINISTRY

Discussions with the Deanery Council of Conception revealed a strong show of support for the idea of enablement of the lay ministry. It was felt that each deanery should be given the mandate to develop workshops and conferences to assist the laity in their baptismal ministry.

Options for lay training:

1. The Deanery and Deanery Council provide conference and workshops to meet the needs of their region.
2. That Queen=s College develop a course(s) of training for lay people to enrich their ministry in Liturgy, Stewardship, Anglicanism, Biblical literacy, Administration, Pastoral Counselling etc.
3. The Programme Committee be responsible for providing training conferences and workshops especially at Lavrock Centre.

Cost:

1. The Diocese, deanery and parishes to provide support for lay people to attend training events out of Province.
2. The Diocesan Fund for Continuing Education assist lay person as well as clergy.
3. That outside funding be sought for lay ministry.

Discussion took place around the area of centralised events (i.e. St. John's/Lavrock) taking in the whole diocese. The working group found however that a more decentralised

form of lay training would be preferred by potential participants because of the difficulty in transportation and the distance to travel in the evening hours - particularly when many have already travelled distances to work that day.

Also the needs of each deanery are not always met in larger gatherings.

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 9

Subject: Administration and Finance: Chief Administrative Officer

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 9

Be it resolved:

THAT a job description be developed for the new position of Chief Administrative Officer. This person, who may be lay or ordained, will be appointed by the Bishop in consultation with the Diocesan Council and will serve as the Bishop=s Executive Assistant. This position will replace the current position of Executive Officer.

The Avalon West Working Group for this resolution were the following

Rev. Munden Waye
Rev. Ralph Billard
Rev. Leonard Whitten
Mr. Bob Noseworthy
Mrs. Marie Warren
Mr. Ross Reccord

During the gathering of information the working group met with the following individuals and groups: Deanery of Avalon West, Deanery Council of Avalon West, Regional Dean

of Avalon West, Archdeacon Coffin, The Bishop, Arthur Cheater, Garfield Warren, Ron Lee and Barbara Khan, Secretary to the Bishop.

Based on discussions with the above groups and individuals, it became clear that there is very little, if any, support for this resolution. The following were some of the reasons expressed:

1. It would not be in the best interest of the Church to have a lay person serving as Executive Assistant to the Bishop, unless that person had theological training, as well as pastoral training and experience.
2. Since the Bishop is often away for extended periods of time, who would look after the pastoral needs of the Diocese?
3. The Church is more than a business and people expect spiritual advice as well as financial when they contact Synod Office. Very often financial advice is given in a Pastoral context.
4. People involved in Diocesan programs expressed concern about being responsible to a Chief Administrative Officer who may not have any theological training.
5. To make such a change would require a change in the Constitution.
6. What would happen to the present Chief Administrative Officer if a lay person is hired.

Based on the individuals and groups talked to, it was the feeling of the vast majority that we have a competent and capable senior administrative team at Synod Office. However, it is the feeling of Clergy and Lay People, that if this team is to work effectively,

there must be more open communication, sharing of information, delegation of work load, and a greater effort made to work together as a team. To quote Archbishop George Carey "Churches die from the top downwards". While we are not suggesting that this is happening, there are nevertheless a number of concerns that need to be addressed if the present system is to remain in place.

1. The Bishop and the Executive Assistant need to meet on a regular weekly basis to discuss Diocesan concerns and to plan their work. It should be the responsibility of the Bishop to arrange such meetings.
2. The Executive Assistant has the responsibility to keep the Bishop informed of what is happening in the Diocese, especially when the Bishop is away from the office.
3. There should be regular meetings of Diocesan Staff with the Executive Assistant. It should be his/her responsibility to organize such meetings. There is no reason why the Bishop should not attend these meetings occasionally.
4. There is a need for more meetings between the Bishop and the senior administrative staff.
5. New job descriptions should be developed for the Administrative Officer, the Finance Officer and the Stewardship Officer. It is most important that the Bishop have input into the job description of the Administrative Officer. Diocesan Council should make sure the job descriptions are followed and that the Diocesan Evaluation process be put in place.
6. Whenever a new Bishop is elected and the Administrative Officer is to continue in that position, the job description should be reviewed with the Bishop as soon after the election as possible.

7. There should be a daily schedule planner at Synod Office and all senior administrative staff be required to record their agenda and travel.
8. The Administrative Officer and the Stewardship Officer should each be given a travel budget, each year, and any expenditures over and above their budget would have to be approved by Administration and Finance.

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 10

Subject: Administration and Finance: Finance Officer

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 10

Be it resolved:

THAT a job description be developed for the position of Finance Officer. This person, who will have appropriate professional designation, will provide sound budgetary and financial planning to the Diocese so as to enable the parishes to have more ownership and involvement in the Diocesan finances.

The Avalon West Working Group for this resolution were the following

Rev. Munden Waye
Rev. Ralph Billard
Rev. Leonard Whitten
Mr. Bob Noseworthy
Mrs. Marie Warren
Mr. Ross Reccord

From meetings with groups and individuals, there was very little objection to this resolution. The major concerns were the cost and the phrase PROFESSIONAL DESIGNATION. A lot of people were not sure as to what it implied.

The following points were made in support of the resolution.

1. It is important that the holder of this position has the professional expertise and training to be responsible for the financial affairs of the Diocese and to provide sound budgetary and financial planning.

2. There may be extra cost involved but it would be money well spent.
3. The position should be advertised for at least six months before the present Financial Officer retires. This would give a new person time to become familiar with the office.
4. It is important that this person have considerable skills in dealing with people.
5. Before this person is hired, a comprehensive job description be developed.

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 11

Subject: Administration and Finance: Honourary Treasurer

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 11

Be it resolved:

THAT an Honourary Treasurer be elected annually by the Synod.

The Avalon West Working Group for this resolution were the following

- Rev. Munden Wayne
- Rev. Ralph Billard
- Rev. Leonard Whitten
- Mr. Bob Noseworthy
- Mrs. Marie Warren
- Mr. Ross Reccord

There was very little concern or need expressed for this position. Some people questioned the possibility of finding a person with the qualifications specified in the Task Force Report, and who would take on that responsibility for nothing. Is there a need for that position since we already have the Administration and Finance Committee?

Diocese of Eastern Newfoundland and Labrador Task Force Resolutions:

Resolution No. 12

Subject: Special Ministries: Episcopal Role

Moved by _____ Parish _____

Seconded by _____ Parish _____

RESOLUTION NO. 12

Be it resolved

We affirm the principle that we are synodically governed and episcopally led. To this end we recognize the Bishop as the Chief Executive Officer of the Diocese, and affirm the Bishop=s role as chief pastor and chief liturgical officer.

EXPLANATORY NOTES/BACKGROUND/INFORMATION

Members of the Working Group:

- The Rev. John Courage - Chair
- Mrs. Bertha Pike - Lay Delegate (St. Thomas= Parish)
- Ms. Krista Tucker - Youth Delegate (St. Philip=s Parish)
- Mrs. Trudy Sullivan (Queen=s student)

The Working Group met with:

- A) The lay delegates to Synod of Avalon East

- B) The Venerable Owen Coffin
- C) The Rt. Rev=d Donald Harvey

and the Chair met with:

- D) The Chapter of Avalon East

Generally, the information gathered saw the need to further develop the definition of what it means when we say Aaffirm@. Further discussion also saw a great need to have clear definitions for the terms:

Chief Pastor

Chief Liturgical Officer

Chief Executive Officer.

It was found that lay people have a high regard for the role of the Bishop. It is generally assumed by the lay people that the Bishop has more power than the role presently provides. Therefore, it was found that among lay people there was a need for the Bishop to have a stronger role when speaking and making decisions on behalf of the Church. For the most part lay people would like for the Bishop to assume a more authoritative role.

Questions were raised as to whether we see the Bishop operate each role on his/her own or in consultation with others. As chief pastor, can the Bishop assume that role primarily, or does it mean he/she has the responsibility to see the work is done. The Bishop cannot do everything even if he/she holds all these roles. The role of the Bishop has changed over the years from a >one man show= to a role that needs to use Teamwork through the delegation of authority and through the consultation process.

To be synodically governed assumes that the Synod approves the Budget and takes the accountability for Budget items. In order to have strong representation to Synod, and the committees elected from Synod delegates, parishes have the responsibility to choose

informed members of their parishes to Synod. There must be a sense of commitment to the work of Synod and the plans made.

The Chief Executive Officer is the top person who must ultimately take responsibility for what happens in the Diocese. In this role, the Bishop must be able to delegate the workload to others, and be informed of happenings within the Diocese. The role of the Bishop is seen to lead the Synod with a vision, and in turn to see the decisions of Synod are executed by following the legislation of the Diocese.

As the Chief Pastor, the Bishop is seen as the leader of the flock and therefore must see that the spiritual needs of the flock are met. Ideally, the Chief Pastor should be a caregiver to the clergy in a specific way, or at the least be able to direct the clergy to others who can fulfill this task.

Ours is a liturgical Church which has a great richness in worship patterns. As the Chief Liturgical Officer, the Bishop ought to acknowledge our variety, and also be able to speak out against heresies, set some parameters and lead by example.

A concern raised in various areas was the inability of the Bishop to make clergy appointments. It was suggested that an improved system (somewhere between the present and former systems) needs to be put in place.

Our Church is not a democracy. As a Synod, we have three houses, with each house having the ability to exercise a >veto=. Lay people especially would like the Synod set more defined rules and roles and to speak up against, or in favour of, particular issues. Lay people sense the need for a stronger direction from Synod.

Resolution: Parish Viability

Appendix 1

Diocesan Synod Of Eastern Newfoundland and Labrador

Assessments Receivable

December 31 ,1995

These statistics are appended to inform you of the current history of parishes who have arrears to the Diocese for 1993-95.

The viability of parishes will include this criteria.

Please note columns 1,2, and 7 which list Arrears/Balances for the years ending 1993-95

Resolution: Parish Viability

Appendix 2

Diocese of Eastern Newfoundland & Labrador

Loans Receivable

December 31, 1995

The following parishes have received loans to help repay Assessment arrears with the balance for December 31, 1995 :

Parish of Brigus/South River - \$ 20,609.53

Parish of Carbonear - original amount - \$41,000.00*

Parish of Pouch Cove/Torbay - \$13,115.35

Parish of St. Mark's - original amount \$20,000.00*

Parish of St. Paul's(Goulds) - \$28,782.54

Parish of St. Peter's - \$49,913.12

Parish of Whitbourne- \$6,211.71

The status for all the above is **Current**

* These loans have been incorporated with other loans the parish has with the Diocese.

Resolution: Parish Viability

Appendix 3

Diocese of Eastern Newfoundland & Labrador Parish Data Sheet

This information includes number of points and givers in each parish (compiled from Statistical Returns from parishes for 1994) and a list of those parishes which receive Grants-in-Aid.

Several parishes have less than 200 givers.

Ten parishes receive Grant-in-Aid.

Diocese of Eastern Newfoundland and Labrador Parish Data Sheet

Parish	# of Points	#of Givers	1995 Grant-in-Aid
All Saints, C.B.S.	1	1050	
Arnold=s Cove	3	313	
Battle Harbour	8	220	24,000.00
Bay de Verde	3	136	12,000.00
Bay Roberts/Coley=s Pt.	2	518	
Bell Island	2	250	
Brigus/South River	4	299	
Carbonear	1	125	
Cartwright	4	50	20,000.00
Cathedral	1	534	
Chance Cove/Little Hr.	3	96	12,000.00
Harbour Grace	2	400	
Heart=s Content	3	420	
Heart=s Delight	4	285	
Random South	4	203	12,000.00

Holy Innocents	1	200	4,500.00
Labrador West	2	395	
Lake Melville	2	320	
The Ascension	1	670	
New Harbour	3	280	
Norman=s Cove	2	235	
Petty Harbour	4	150	12,000.00
Port de Grave	3	270	
Portugal Cove	1	260	
Pouch Cove/Torbay	2	315	
St. Augustine=s	1	480	
St. John the Evangelist	1	430	
St. Mark=s	1	295	
St. Mary the Virgin	1	800	
St. Michael and All Angels	1	350	
St. Paul=s (Goulds)	1	275	
St. Peter=s, C.B.S.	1	488	
St. Philip=s	1	350	
St. Thomas=	1	808	
St. Timothy=s	1	30	8,000.00
Shearstown	1	261	
Spaniard=s Bay	2	600	
Sunnyside	4	130	12,000.00
Upper Island Cove	3	360	
Whitbourne	5	300	
Good Shepherd	1	390	
Churchill Falls	1	45	<u>4,000.00</u>
Sub-Total			\$120,500.00
Catechist			14,956.42

TOTAL GRANT IN AID FOR 1995
\$135,456.42

Resolution; Parish Viability

Appendix 4

Diocese of Eastern Newfoundland and Labrador Data Maps

This information includes the parishes, Congregational points, and Reference Location Number for attached maps.

The geographical diversity of the Diocese is easily recognized by using the maps to find each Congregational point for each parish.

DEANERY OF AVALON EAST:

- ! Parish of The Cathedral of St. John the Baptist, St. John's
(Cathedral of St. John the Baptist) (01)

- ! Parish of St. Augustine, St. John's
(St. Augustine's) (01)

- ! Parish of St. Thomas, St. John's
(St. Thomas) (01)

- ! Parish of St. Philips
(St. Philip) (06)

- ! Parish of St. Mark the Evangelist, St. John's
(St. Mark) (01)

!	Parish of Pouch Cove/ Torbay	
	(All Saints) Pouch Cove	(05)
	(St. Nicholas) Torbay	(05)
!	Parish of Portugal Cove	
	(St. Lawrence)	(06)
!	Parish of Bell Island	
	(St. Cyprian) Bell Island	(07)
	(St. Mary) Lance Cove/ Freshwater	(07)

DEANERY OF AVALON WEST:

!	Parish of St. Peter, C.B.S.	
	(St. Peter) Upper Gullies	(08)
!	Parish of All Saints, C.B.S.	
	(All Saints) Foxtrap	(08)
!	Parish of St John the Evangelist, C.B.S.	
	(St. John the Evangelist) Topsail	(08)
!	Parish of the Ascension, Mount Pearl	
	(The Ascension) Mount Pearl	(01)
!	Parish of the Good Shepherd, Mount Pearl	
	(The Good Shepherd) Mount Pearl	(01)

!	Parish of Petty Harbour	
	(St. George) Petty Harbour	(02)
	(Holy Trinity) Bay Bulls	(03)
	(St. Philip) Aquaforte & Trepassey	(04)
!	Parish of Holy Innocents, Paradise	
	(The Holy Innocents) Paradise	(06)
!	Parish of St. Mary the Virgin, St. John's	
	(St. Mary the Virgin)	(01)
	(St. Peter on the Rock)	(01)
!	Parish of St. Michael and All Angels, St. John's	
	(St. Michael and All Angels)	(01)
!	Parish of St. Paul, Goulds/Kilbride	
	(St. Paul)	(02)

DEANERY OF CONCEPTION BAY:

!	Parish of Harbour Grace	
	(St. Paul) Harbour Grace	(10)
	(St. Peter) Harbour Grace South	(10)
!	Parish of Upper Island Cove	
	(St. Peter) Upper Island Cove	(10)
	(St. Andrew) Bryant's Cove	(10)
	(St. John) Bishop's Cove	(10)
!	Parish of Brigus/ South River	
	(All Saints) South River	(09)
	(St. Andrew) Makinsons	(09)
	(St. Augustine) Burnt Head	(09)
	(St. George) Brigus	(09)
!	Parish of Bay de Verde	
	(St. Barnabas) Bay de Verde	(12)
	(St. Luke) Grate's Cove	(12)
	(Good Shepherd) Caplin Cove)	(12)
!	Parish of Spaniard's Bay	
	(Holy Redeemer) Spaniard's Bay	(12)
	(All Saints) Tilton	(12)
!	Parish of Carbonear	
	(St. James)	(10)

!	Parish of Port de Grave	
	(St. George) North River	(09)
	(St. Luke) Port de Grave	(09)
	(St. Mark) Bareneed	(09)
!	Parish of Bay Roberts/ Coley's Point	
	(St. Matthew) Bay Roberts	(10)
	(St. John) Coley's Point	(10)
!	Parish of Shearstown	
	(St. Mark)	(10)
DEANERY OF TRINITY BAY:		
!	Parish of Heart's Content	
	(St. Mary) Heart's Content	(14)
	(St. Augustine) New Perlican	(14)
	(St. Luke) Winterton	(14)
!	Parish of Heart's Delight	
	(St. Matthew) Heart's Delight	(15)
	(Good Shepherd) Cavendish	(15)
	(St. George) Whiteway	(15)
	(St. Matthew) Green's Harbour	(15)
!	Parish of New Harbour	
	(St. Augustine) New Harbour	(16)
	(All Saints) Dildo	(16)
	(Holy Spirit) Old Shop	(16)

!	Parish of Whitbourne	
	(St. John) Whitbourne	(17)
	(St. Barnabas) Blaketown	(17)
	(St. Luke) Placentia	(17)
	(Christ Church) Markland	(17)
	(St. Martin) Dunville	(17)
!	Parish of Norman's Cove	
	(Good Shepherd) Norman's Cove	(20)
	(St. John) Chapel Arm	(20)
!	Parish of Chance Cove / Little Harbour	
	(St. Andrew) Little Harbour	(19)
	(The Ascension) Chance Cove	(19)
	(Epiphany) Fairhaven	(19)
!	Parish of Arnold's Cove	
	(St. Michael) Arnold's cove	(22)
	(St. Paul) Come By Chance	(23)
	(St. Matthew) North Harbour	(23)

!	Parish of Sunnyside	
	(St. Andrew) Sunnyside	(23)
	(St. Michael) Hillview	(24)
	(St. Stephen) Hatchet Cove	(24)
	(All Saints) North West Brook	(24)

!	Parish of Random South	
	(St. Mary) Hodge's Cove	(24)
	(St. Aiden) Queen's Cove	(24)
	(St. Mark) Long Beach	(24)
	(St. Alban) Gooseberry Cove	(24)

ARCHDEACONRY OF LABRADOR:

!	Parish of Lake Melville	
	(St. Andrew) Happy Valley	(01)
	(St. Francis) North West River	(01)

!	Parish of St. Timothy, Rigolet	
	(St. Timothy)	(02)

!	Parish of Cartwright	
	(St. Peter) Cartwright	(03)
	(St. George) Paradise River	(03)
	Domino/ Black Tickle	(03)

!	Parish of Battle Harbour	
	(St. James) Battle Harbour	(04)
	(St. John) Henley Harbour	(04)
	(St. Peter) Cape Charles	(04)
	(St. Mary) Mary's Harbour	(04)

	(St. Peter) Port Hope Simpson	(04)
	(St. Andrew) William's Harbour	(04)
	(St. John) Lodge Bay	(04)
	Norman Bay	(04)
	Pinsent's Arm	(04)
	Charlottetown	(04)
!	Parish of Labrador West	
	(St. Paul) Labrador City	(05)
	(St. Peter) Wabush	(05)
!	Parish of Churchill Falls (* Joint Ministry)	
	(St. Mark) Churchill Falls	(06)

