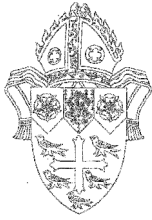


# The Warden's Handbook



*Diocese of*  
**New Westminster**  
Anglican Church of Canada

#580 – 401 West Georgia Street  
Vancouver, BC V5B 5A1  
604-684-6306  
[www.vancouver.anglican.ca](http://www.vancouver.anglican.ca)  
Spring 2008



Dear Warden,

When you first accepted appointment or election to the position of Warden of your parish, you may have done so with a sense of trepidation and anxiety. What does the position require of me? Where do I learn how to do it? What if I make a mistake?

You have been chosen warden because God wants you in that position, and the church has confirmed it. All necessary gifts are yours, or at least at hand. This Warden's Handbook is intended to make your work easier and more effective. It has been put together by clergy and former wardens who understand and appreciate what you have been asked to do, and want to support you.

This handbook is dedicated to all of you who have answered the call to service as a warden, past and present. Your clergy, your parish and your diocese are grateful for the risk that you have taken in accepting this position.

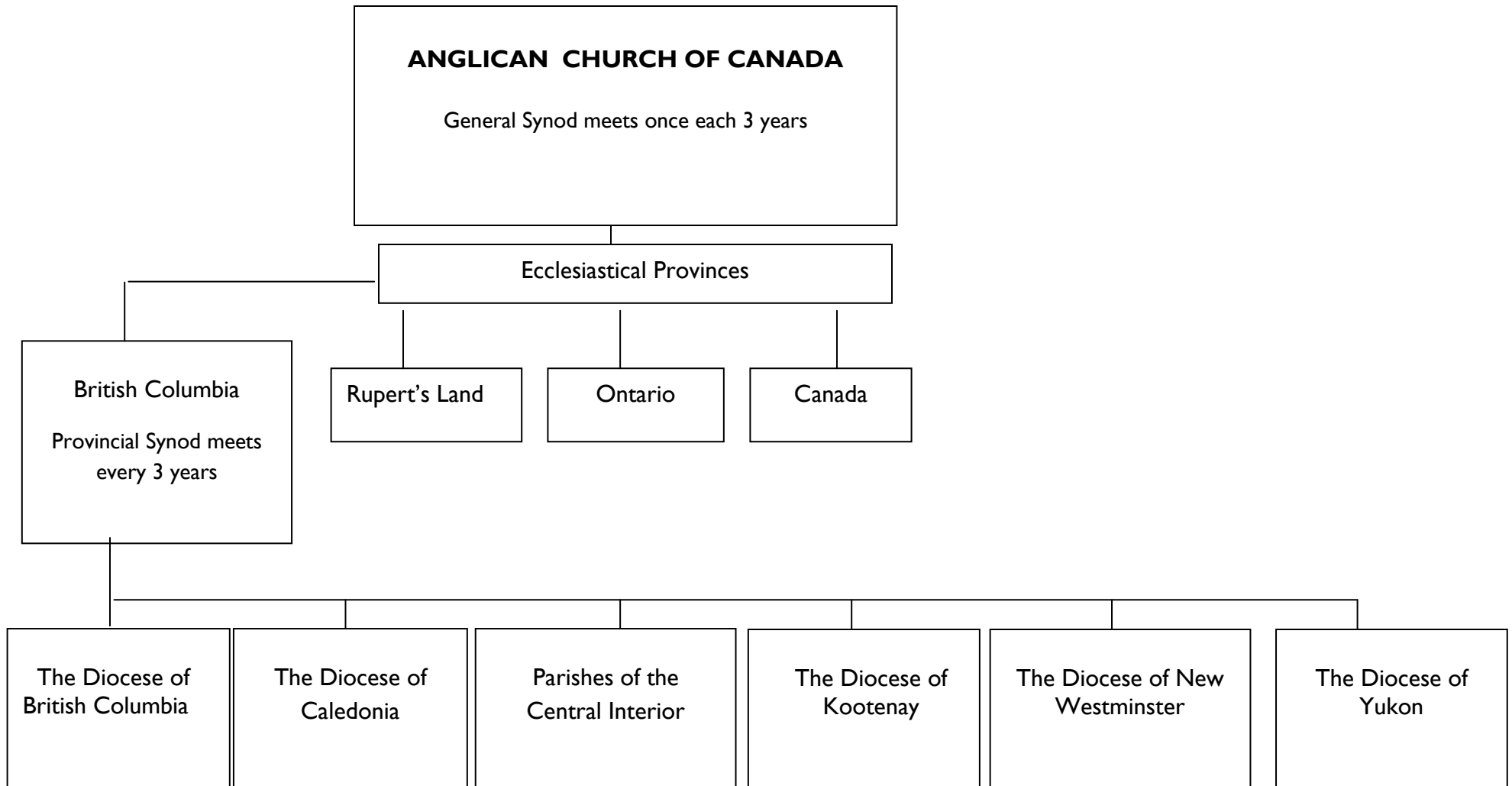
May God provide you with the will and ability to carry out your ministry.

The Right Reverend Michael C. Ingham

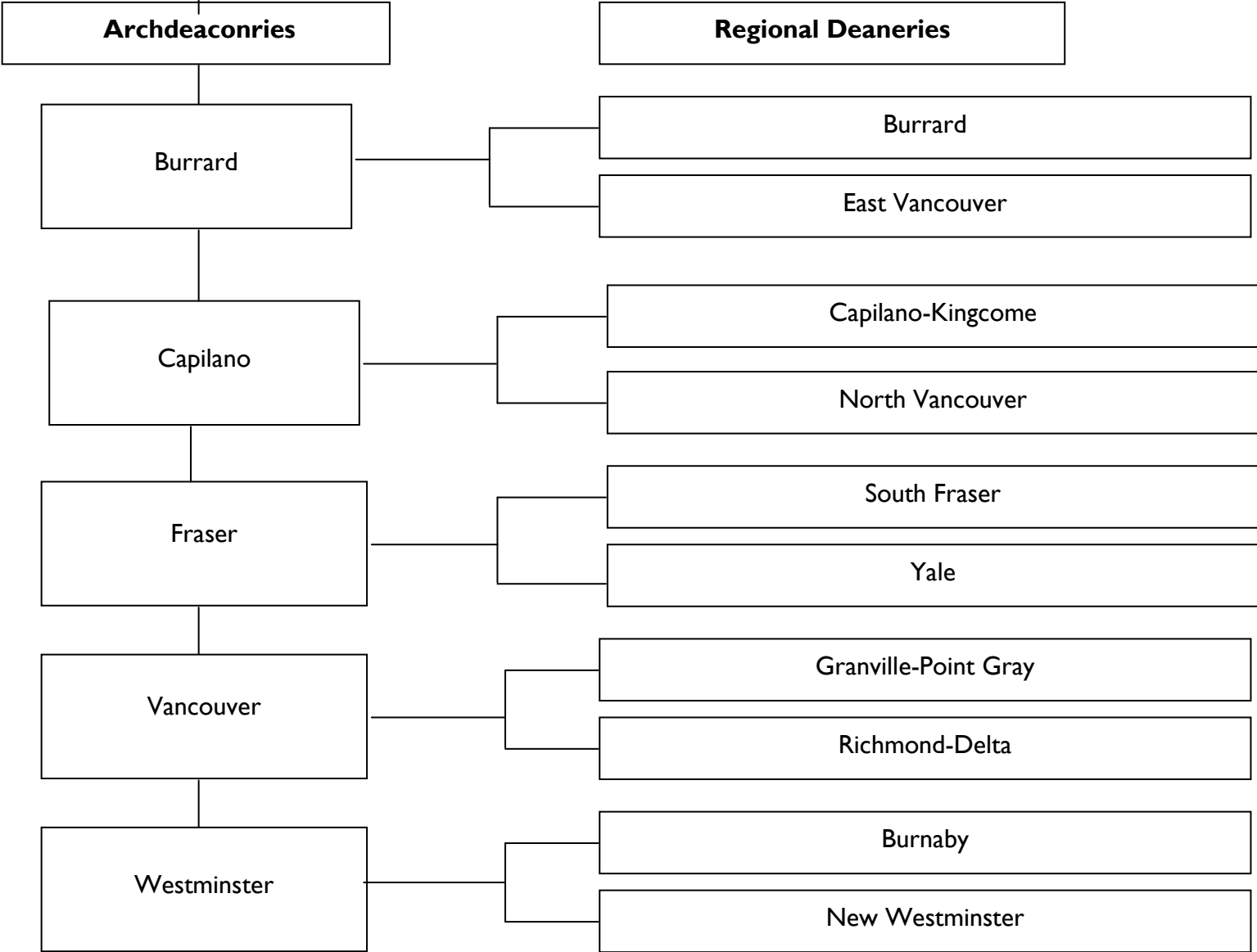
# Table of Contents

<b>The Anglican Church of Canada.....</b>	<b>4</b>
<b>Parishes by Deanery .....</b>	<b>6</b>
<b>Diocesan Synod .....</b>	<b>8</b>
<b>What is a Warden? .....</b>	<b>9</b>
<i>Term of Office.....</i>	<i>9</i>
<b>Wardens' Responsibilities .....</b>	<b>9</b>
<i>Legal Responsibility for the Parish.....</i>	<i>9</i>
<i>Canonical Committee.....</i>	<i>9</i>
<i>Delegates to Synod.....</i>	<i>10</i>
<i>Parish Finances.....</i>	<i>10</i>
<i>The Budget .....</i>	<i>10</i>
<i>Parish Statements/Statistics.....</i>	<i>10</i>
<i>Books of Accounts .....</i>	<i>10</i>
<i>Bank Accounts.....</i>	<i>10</i>
<i>Parish Clergy Stipend, Expenses and Housing Allowance.....</i>	<i>10</i>
<i>Annual Inventory .....</i>	<i>10</i>
<i>Parish Records.....</i>	<i>11</i>
<i>Parish Staff .....</i>	<i>11</i>
<i>Regional Deanery .....</i>	<i>11</i>
<i>Interface with Rector .....</i>	<i>11</i>
<i>Pastoral Responsibilities .....</i>	<i>11</i>
<i>Parish Property.....</i>	<i>11</i>
<i>Volunteer Burnout .....</i>	<i>11</i>
<b>What if...? .....</b>	<b>12</b>
<i>The Parish Priest resigns .....</i>	<i>12</i>
<i>An Intentional Interim Priest is appointed.....</i>	<i>12</i>
<i>The Parish Priest becomes ill .....</i>	<i>12</i>
<i>Concerns are raised about inappropriate physical or sexual behavior .....</i>	<i>12</i>
<i>A member of the congregation is upset about worship or parish concerns .....</i>	<i>12</i>
<i>I start to dread Sunday mornings .....</i>	<i>13</i>
<i>Our parish clergy seems overwhelmed .....</i>	<i>13</i>
<i>I can't say no.....</i>	<i>13</i>
<i>We can't agree .....</i>	<i>13</i>
<i>We need to hire new parish support staff.....</i>	<i>14</i>
<i>Where can I find resources.....</i>	<i>14</i>
<b>Bishop's Expectations for All Clergy .....</b>	<b>15</b>
<b>Glossary.....</b>	<b>17</b>

# The Anglican Church of Canada



**The Diocese of New Westminster - The Right Rev. Michael Ingham**



## Parishes by Archdeaconry and Deanery

### Burrard Archdeaconry

#### Burrard Deanery

Christ Church Cathedral  
St. Paul  
St. James  
St. David, Vancouver  
St. Michael, Vancouver  
St. George, Vancouver  
St. Mark, Vancouver  
St. Chad

#### East Vancouver Deanery

St. Matthias & St. Luke  
St. Margaret, Cedar Cottage  
Holy Cross  
St. Thomas, Vancouver  
St. Mary, South Hill  
Good Shepherd

### Capilano Archdeaconry

#### Capilano/Kingcome Deanery

St. Christopher  
St. Stephen  
St. Francis-in-the-Wood  
St. Monica  
St. John, Squamish  
St. Bartholomew  
St. Hilda, Sechelt  
St. David/St. Paul, Powell River  
St. Andrew, Pender Harbour  
St. George, Kingcome  
Whistler Village Church

#### North Vancouver Deanery

St. Catherine, North Vancouver  
St. Richard  
St. John, North Vancouver  
St. Agnes  
St. Martin  
St. Clement  
St. Clare-in-the-Cove

### Fraser Archdeaconry

#### South Fraser Deanery

St. George, Fort Langley  
St. Andrew, Langley  
St. Cuthbert  
St. Mark, Ocean Park  
Holy Trinity, White Rock  
St. Helen, Surrey  
St. Michael, Surrey  
Church of the Epiphany  
Christ the Redeemer  
St. Oswald, Port Kells

#### Yale Deanery

All Saints, Mission  
St. Matthew, Abbotsford  
St. John, Sardis  
St. Thomas, Chilliwack  
Christ Church, Hope  
All Saints, Agassiz  
St. Dunstan, Aldergrove

## **Vancouver Archdeaconry**

### **Granville/Point Grey Deanery**

Holy Trinity, Vancouver  
St. John, Shaughnessy  
St. Philip  
St. Anselm  
St. Helen, Vancouver  
St. Mary, Kerrisdale  
St. Faith  
St. Augustine

### **Richmond/Delta Deanery**

St. Alban, Richmond  
St. Edward  
St. Anne, Steveston  
All Saints, Ladner  
St. David, Delta

## **Westminster Archdeaconry**

### **Burnaby Deanery**

St. Timothy  
St. Margaret of Scotland  
St. Alban, Burnaby  
St. John, Burnaby  
All Saints, Burnaby

### **New Westminster Deanery**

Holy Trinity Cathedral  
St. Barnabas  
Church of the Holy Spirit  
St. Mary, Sapperton  
St. Stephen, Burnaby  
St. Laurence  
St. John, Port Moody  
St. Catherine, Port Coquitlam  
St. John, Maple Ridge  
St. Columba, Pitt Meadows  
St. George, Maple Ridge

## **Diocesan Synod**

The word synod is defined as a council or assembly, especially a religious governing body. Diocesan synod usually meets once a year in May under the presidency of the bishop. The body is comprised of representatives of each parish (lay delegates), all licensed clergy, and representatives from various offices and committees. Synod is the business meeting of the diocese similar to the Annual Vestry Meetings of each parish. Your parish clergy and lay delegates vote on the resolutions following the dictates of their own consciences and take the results of synod meetings back to the parish.

As warden, you should be aware who the lay delegates are, and that they report back to the parish about what transpired at synod.

### **What happens when Synod is not in session?**

Obviously, just as the congregation relies on a Parish Council or Church Committee to make the day-to-day decisions and to take on the responsibility of running the parish smoothly, Diocesan Council performs the same function on the diocesan level. Diocesan Council meets ten times per year, hears reports from the various committees and does the general day-to-day work of synod with the assistance of diocesan staff.

### **Diocesan staff support**

A full list of support contacts is located on the diocesan web site at [www.vancouver.anglican.ca](http://www.vancouver.anglican.ca). An expanded hard copy booklet called "Diocesan Office Staff, How may we help you?" is available by calling the synod office at 604-684-6306.

## **What is a Warden?**

Originally, wardens were protectors and guardians – they protected the people from the priest, and the priest from the people. This explains the warden’s staff.

Today we don’t need to be the bodyguards of the clergy – the clergy and the people share equally in the running of the parish. Today the wardens and parish rector together form the main leadership of the parish and assume a large portion of the responsibility for the parish.

### **Term of Office**

Standard practice is to have two wardens. By utilizing an Alternate Warden Structure Resolution, parishes may choose to operate with three wardens, two wardens and an associate warden, or two wardens and two associate wardens. Criteria for choosing an alternate structure from two wardens is outlined in Canon 14, Division 2.

Wardens are elected or re-elected at each annual vestry meeting. One warden may be appointed by the rector. If the rector chooses not to appoint one, all wardens are then elected (re-elected) at the annual vestry meeting.

Wardens are commonly, though not universally, known as “Rector’s Warden” and “People’s Warden(s)”. This is not to imply a priority or distinction of duties. Duties may for convenience be divided among the wardens; the wardens’ power is exercised together through a close working relationship.

A three warden (two wardens and an associate warden) model allows for continuity by changing one warden each year. This enables a three-year term, with a re-election at the Vestry meetings following years 1 and 2.

If the office of a warden who must be elected becomes vacant before the annual Vestry, a special Vestry must be called within 30 days to elect a successor. If the vacancy derives from a warden who may be appointed, the rector shall appoint a successor or call a special Vestry to elect a successor.

## **Wardens’ Responsibilities**

### **Legal Responsibility for the Parish**

Wardens together with the parish priest are officers of the parish and are primarily responsible for the property of the parish. If the parish is incorporated the responsibility for the property rests with the trustees under the Act of Incorporation of the Diocese of New Westminster. In most cases wardens will be trustees by virtue of their position.

### **Canonical Committee**

Wardens, associate wardens, lay delegates to Synod and alternate lay delegates form the Canonical Committee of the Parish. See Glossary page 16 for the definition of Canonical Committee.

## **Delegates to Synod**

It is the responsibility of the wardens and rector to notify the Secretaries of Synod of the names and addresses of the delegates and alternates. This is done through the statistical report that each parish submits to the Synod Office.

## **Parish Finances**

Wardens are responsible for the buildings, records and funds of the parish. They may delegate these responsibilities to other persons with the consent of the Church Committee or Vestry. Wardens typically work closely with the parish treasurer, but they bear the ultimate responsibility for the finances of the parish.

## **The Budget**

The wardens and treasurer should present a budget that sets out the cost of operating the parish, and indicates the planned expenses for the coming year at the Annual Vestry Meeting. The budget should also include the anticipated income for the coming year.

## **Parish Statements/Statistics**

The Statement of Parish Receipts and Expenditures, together with the Parochial Statistics are submitted to the Diocesan Business Administrator on or before March 15th each year. (Regulation 12, page 135 of the Canons and Constitution) This information is used for many purposes in the diocese including determining parish assessments and putting together the Diocesan Directory. It helps diocesan staff keep in contact with parish leaders.

## **Books of Accounts**

The wardens must ensure that a set of accounting books are kept that reflects the financial position of the parish at all times. With the treasurer, they should submit statements to Church Committee and present a financial statement at the Annual Vestry Meeting. A third party not associated with the parish must audit this financial statement as is presently required in Canon 14, Division 2.

## **Bank Accounts**

The parish bank accounts are under the direct control of the wardens. Both (all) should be signing officers together with the treasurer, any two signatures being required for each outgoing transaction. Cheques should never be pre-signed to make easier the task of securing enough signatures.

## **Parish Clergy Stipend, Expenses and Housing Allowance**

It is the wardens' responsibility to ensure that the monthly cheque to cover the salary and other benefits paid to clergy are received at the diocesan office no later than the fourteenth (14) of each month. If the rector is not using a rectory, this must include the agreed upon housing allowance. All deacons licensed to the parish participate in the diocesan continuing education plan.

## **Annual Inventory**

It is recommended that an inventory of all parish belongings be made annually. This can be used to ensure that there is adequate insurance coverage and to keep track of

all parish belongings. All deeds, mortgages, insurance policies etc. should be stored in a fireproof safe for safety.

### **Parish Records**

As wardens you are responsible to see that the parish registers (including the Vestry Book, Marriage Book, Funeral Book) are kept in a fireproof safe or in the archives.

### **Parish Staff**

Personnel issues are the responsibility of the wardens. The wardens shall appoint the music director and other non-clergy staff with the concurrence of the Church Committee and the rector. We recommend wardens review contracts, job descriptions and working conditions and also evaluate performance of all staff on an annual basis. Personnel responsibilities also include new hire/termination paperwork which needs to reach the payroll department by the 14<sup>th</sup> of that month.

### **Regional Deanery**

In many deaneries, the regional dean may call upon the wardens to participate in or appoint a delegate to a regional deanery committee.

### **Interface with Rector**

Wardens must be able to communicate clearly with the rector. Support to the rector is important in the context of an honest sharing of ideas. Wardens and the rector form the management team of the parish with the emphasis on teamwork. Regular, at least monthly, meetings should occur between the rector and wardens.

### **Pastoral Responsibilities**

The rector is responsible for the conduct and ordering of all services, but the wardens share with the priest(s) the pastoral and spiritual concerns.

### **Parish Property**

Wardens are responsible for the maintenance and upkeep of all buildings used by the parish, including the rectory. This includes seeing that all relevant bills are paid and that there is adequate insurance for all buildings in consultation with the appropriate diocesan staff.

Before proceeding with any plans to alter the structure of any parish building the wardens must check with the appropriate diocesan authorities as discussed in the Procedures Manual and in the Constitution and Canons.

### **Volunteer Burnout**

Wardens and the rector need to assure themselves that volunteer responsibilities are equitably distributed within the parish. Burnout and resentment result if this area is not well managed. A policy of three-year terms on volunteer tasks can also be helpful in this regard. Please request the manual on good volunteer management principles from the Synod Office. 604-684-6306 ext 226.

## **What if...?**

### **The Parish Priest resigns**

All clergy resign in writing to the bishop with a copy to the wardens. At this point it is up to the wardens and priest, in consultation with the bishop, to decide when and how to tell the members of the parish. A Canonical Committee will then be struck and will work closely with the archdeacon and bishop to select a new priest. When the new incumbent is in place, it is customary that all other clergy licensed by the bishop to the parish - assistant, associate, deacons, and honoraries - offer their resignation. It is up to the new incumbent, in consultation with the bishop, to accept or decline the resignations.

During the 'interim time', an interim priest or priest-in-charge may be assigned to the parish by the bishop. Should a longer period of discernment be necessary, the bishop might recommend the appointment of an intentional interim priest.

### **An Intentional Interim Priest is appointed**

In a one or two-year period, the interim priest guides the parish through a process of reflection and assessment of the parish vision, mission and ministries, working closely with the parish leadership team and using resources offered through the diocesan office, if needed. The intentional interim priests are specifically trained for this purpose. During this time, the parish works with the Interim Ministry Unit.

### **The Parish Priest becomes ill**

When the priest is unable to continue, the wardens work closely with the regional dean, archdeacon and bishop to maintain continuity within the parish, assisting with finding supply clergy if the priest is unable to do so. It is the responsibility of the wardens to arrange payment for the supply clergy. The wardens or treasurer should contact the diocesan business administrator or comptroller regarding reimbursement for supply clergy in cases of absence due to illness or injury.

### **Concerns are raised about inappropriate physical or sexual behavior**

If the case involves a child the wardens or priest must immediately inform the Ministry of Children and Family Development and then advise their archdeacon and the diocesan executive archdeacon or bishop.

All other cases should also be considered very serious issues and should be dealt with in consultation with the archdeacon and appropriate diocesan staff. Please do not deal with this within the parish. There is a diocesan policy and it must be adhered to for the safety of all.

### **A member of the congregation is upset about worship or parish concerns**

A situation like this involves the two most difficult tasks of being a warden, maintaining confidentiality while being open and helping people to see that not all parishioners want the same thing. What to one person is a joy may be a burden to another. If you perceive that the concern is felt by a number of parishioners you should discuss this with your rector and the other warden(s) without indicating who actually voiced the concern. If you feel that the majority of the parishioners are happy with the way things are then you must try to explain this to the parishioner without hurting his or her feelings. Maybe they just want to know that their voice is heard.

While the rector has the responsibility for the worship it is a concern for the whole community. If this is a worship concern it may be suitable to ask the parishioner if you can ask the rector to get in touch with him or her to discuss the issue. This could indicate whether the person has already spoken to the rector and wants to make this an issue or is just not comfortable taking the concern directly to the rector. Perhaps you can come up with a compromise with the rector to take to the Worship Committee.

Whatever the problem, it cannot be swept under the rug or ignored in the hope that it will go away. If you cannot reach a conclusion satisfactory to everyone quickly, seek help. Bring someone from outside the parish who may be able to view the problem from a different perspective. Depending on the situation, there are members of the diocesan staff who might be able to help, or your archdeacon will be able to make arrangements for assistance.

### **I start to dread Sunday mornings**

There are times when every warden feels that he or she is running a gauntlet just to get to the service. Remember that you are not alone – you are a team of at least three, two wardens and the rector. Work with your fellow warden(s) to develop the best routine for dealing with the ongoing concerns of parishioners.

### **Our parish clergy seems overwhelmed**

If you see that the clergy is overwhelmed, don't hesitate to talk about arranging for a supply clergy once in a while so the priest can have a vacation or study leave week. Remember that the clergy is entitled to three weeks education leave yearly and should be encouraged to take it regularly. Accumulation of education (study) leave should be discussed and agreed to by both wardens and the rector prior to any accumulation of study leave.

### **I can't say no**

This is something you will have to practice – diligently. It can be very easy to get into a situation where you spend the entire week running from one meeting to another. This is exhausting whether you are working in or outside the home or are retired. Your family starts to feel that they never see you, and you start feeling that you should just move into the church hall. This is not good for anyone! You are part of a team – you have to learn to communicate well within the team, and delegate. You are a leader – not the only doer in the parish. If you need someone to do a certain job, see who is waiting to be asked. You will be amazed at how many people will say yes to a short-term job or even sit on an interesting committee if asked. If it's another meeting – ask if it is needed or whether it could be an agenda item at a regular committee, or whether it can be done by phone or e-mail.

### **We can't agree**

There are times when even good communication and teamwork just cannot solve a problem. Remember that you have a large group of people who can and will help you in any circumstances. You have a regional dean, your archdeacon and the entire diocesan staff to assist. We have been worshipping in this diocese since 1879, in over 80 parishes – it's likely that your situation has come up in some form in the past. And if it is entirely different – it will be a new challenge for everyone.

**We need to hire new parish support staff**

Advertise, describing the job, expectations, responsibilities and remuneration. It is recommended that a police check be undertaken for all new support staff. This can be arranged through the local police department.

**Where can I find resources**

A good resource for leadership in meetings is “Robert’s Rules of Order” available in libraries and bookstores. Diocesan workshops are offered on a variety of topics of interest to wardens. Watch for advertisements in the parish mail or call the diocesan office for information. If you would like to be on the distribution list for parish mail, either hard copy or electronically, call 604-684-6306 ext 210, and request to be put on the list.

**I would like to suggest improvements to this manual**

Please call the diocesan program coordinator, 604-684-6306 ext. 226.

## **Bishop's Expectations for All Clergy**

1. Because of the diocesan nature of our church, clergy are expected to give strong leadership in the development of the relationship between the parish and the diocese.
2. Priests and deacons are expected to take part actively in Diocesan Synod; diocesan clergy conference; diocesan clergy days; archdeaconry, parish and deanery chapter meetings and through these means express the interdependent nature of the Body of Christ
3. Priests are expected to enter into a consultative relationship with the regional dean and the regional archdeacon. Deacons are expected to enter into a consultative relationship with the director of deacons, the regional dean and the regional archdeacon. Further, priests are expected to make use of the evaluation process offered by the diocese, through the regional dean, and deacons are expected to make use of the evaluation process offered through the director of deacons.
4. Priests and deacons are expected to support their parish initiatives in producing ministry plans, utilizing such tools as the Diocesan Get fit/ Keep fit program. All clergy are expected to participate in producing covenants in ministry (Get fit) and in doing annual ministry reviews.
5. Priests and deacons are expected to have read and agreed to the national church document "Dignity, Inclusion, and Fair Treatment" and the diocesan "Code of Conduct for Clergy".
6. Priests and deacons are expected to be actively involved in a parish and clergy-planned continuing education program in consultation with the parish, and to take advantage of the diocesan policy regarding study leave.
7. Priests and deacons are expected to maintain a strong spiritual life by taking part in a time of retreat at least on an annual basis, and by taking spiritual direction/accompaniment in whatever form is most helpful.
8. Priests and deacons are expected to encourage those for whom they have pastoral responsibility to be actively involved in diocesan and deanery events, such as Diocesan Synod, conferences, etc.
9. Priests and deacons are expected to encourage the whole people of God to be actively involved in leadership responsibility, in matters of finance and administration, Christian education and program development.
10. Priests and deacons are expected to encourage sensitively and creatively the use the Book of Alternative Services as approved by General Synod.
11. Priests and transitional deacons are required to live within reasonable distance from the parish church; i.e. no more than 30 minutes travelling time. The location of the cleric's residence, if not within the parish boundaries, must be approved by the Bishop.

***(Please continue on next page.)***

12. Because the diocese has accepted and affirmed the ordination of women both to the diaconate and to the priesthood, priests and deacons must be able to work collegially and supportively with all other clergy, including those in positions of authority, regardless of gender.

13. The diocese is an inclusive and widely diverse diocese theologically and liturgically. Priests and deacons are expected to nurture and prosper a healthy respect for all components of our diocese, and to build unity.

14. Any priest or deacon holding or seeking the Bishop's licence in this diocese, freely and without discrimination, may invoke the conscience clause applicable to the blessing of same-sex unions.

15. There should be regular dialogue between the associate and assistant priests and deacons and the incumbent, by means of frequent staff meetings; this clergy team should develop a carefully planned distribution of responsibilities and areas of ministry.

16. All priests and deacons, stipendiary or non-stipendiary including honorary, whether in curacies, in associate or in assisting positions, are expected at all times to be loyal to and supportive of the incumbent.

17. The Anglican Church of Canada is in full communion with the Evangelical Lutheran Church in Canada. Priests and deacons are expected to foster healthy relations ecumenically with the faith communities in their region.

***Revised November 2006***

## **Glossary**

### **Canons**

The laws under which the diocese operates are contained in a document titled “Canons and Constitution including: The Act of Incorporation, Rules of Order and Regulations”. Each parish has one or more copies of the latest version. They can make for some interesting reading, and you should at least have a quick look to see what they contain. They cover everything from who is eligible as a delegate to General Synod (canon 3502) to what constitutes the Chapter of Christ Church Cathedral (Canon 1021).

### **Canonical Committee**

The wardens, lay delegates to synod and their alternates form the parish Canonical Committee. This committee is responsible for parish input in the selection of a priest to fill a vacancy in the parish. It works closely with the archdeacon and the bishop in the selection process, which includes interviewing approved candidates. The bishop makes the appointment. Canonical Committees do not hire a priest. (Canon 14, Procedures Manual page 16). For more details, please see the “Diocese of New Westminster Guidelines and Policies for the Canonical Process”.

### **Diocesan Archives**

The archives of the Diocese of New Westminster are located at the Vancouver School of Theology, together with the archives of the Ecclesiastical Province of British Columbia, the Vancouver School of Theology, and the B.C. Conference of the United Church of Canada. Established in 1980, the archives hold documents from the 1860’s to the present, including textual records, photographs, architectural records and maps. The holdings document the activities of the diocesan administration, including the bishops, officers of synod and various boards and committees, as well as the activities of related organizations, deaneries, parishes and some individuals.

### **The Policy Manual**

This manual goes along with the Canons and Constitution, and covers the practical policies of the diocese. There is also a Treasurer’s Handbook available electronically or in hard copy by contacting the diocesan business administrator. This may be good reference information for both treasurers and wardens. Both the Warden’s and Treasurer’s Handbook are also downloadable from the diocesan website: [www.vancouver.anglican.ca](http://www.vancouver.anglican.ca). Go to Resources, Downloads, Resources for Parishes.

### **Regional Deanery**

A deanery is made up of all the churches in a particular area (see page 6, for parish list). There are two deaneries in every archdeaconry. Often there is a deanery body with representatives of each parish that coordinates information and shared activities of these parishes. It is lead by a regional dean who is appointed by the bishop. (Canon 11). (Refer to page 5).

### **Archdeaconry**

Our diocese has ten deaneries organized into five archdeaconries. (Refer to page 5).