

Appendix B – Summary of Recommendations

From Aspects of Clergy Remuneration Considered (pages 19 - 56)

1. Stipend/Salary

1. The adoption of a **salary-based model**, similar to those in place in the Diocese of Calgary and the Diocese of New Westminster, as the basis for the remuneration of clergy in which salary ranges, **including both minimum and maximum salary levels**, are determined in accordance with a common set of salary factors.

2. The adoption of a **common set of salary factors**, both objective and subjective, designed to measure the attainments, competencies, and performance of clergy from year to year. The following are the salary factors recommended for consideration in the determination of clergy salary ranges:

Position

- rector / incumbent / associate / part-time/ priest-in-charge / interim priest-in-charge / intentional interim

Theological Education

- diploma / certificate / basic degree / advanced degree / doctorate (DMin. and/or Ph.D.)

Ordained Experience

- years of ordained service

Prior Experience

- non-theological education and years of prior non-ordained career experience directly relevant to the competencies / skills required in the role of parish priest

Size and Complexity of Congregation

- multiple congregations / multi-point parishes
- family / pastoral / program / resource
- unsustainable / static / sustainable / strategic

Specialized Ministry

- secondment to positions of oversight at the Diocesan level (Diocesan Council, Executive Board, regional deans, archdeacons, Diocesan sub-committees, task forces, working groups), bishop's committees
- chaplaincy (parish-supported chaplaincy in hospitals, nursing homes, seminaries/universities/colleges, correctional facilities)
- outreach ministry (parish-supported community outreach ministry)

Merit/Performance

A set of **agreed personal ministry goals and objectives**, consistent with a strategic plan/ mission action plan for the parish and approved by the area bishop, which will form the basis of the cleric's annual performance appraisal, and which could include, where appropriate, goals related to such things as Sunday attendance; stewardship; continuing professional development; program development; community outreach; and parish leadership development.

3. The **elimination of housing or a housing allowance as a separate component of clergy remuneration**. Subject to a limited number of exceptions in which the issue of clergy housing will be governed by overriding strategic, pastoral and financial considerations that dictate a different approach, clergy salaries will be set on the basis of the application of appropriate external benchmarks and internal salary factors, and clergy will be free to choose the housing that they consider appropriate to their pastoral responsibilities, their individual personal and family circumstances, and their vocational commitment to exercise effective leadership of the church's mission in the community. In those cases in which clergy choose to live in rectories, they will lease them from the parish at a market-based rent and on the same terms and conditions as a third-party tenant.

4. The recommended salary-based remuneration model be implemented in a manner that guarantees that, **as long as they remain in their current parish, no currently active clergy will be financially worse off under the new system** – that it will not have a net negative effect on any individual cleric in terms of their effective after-tax remuneration, their pre-retirement and post-retirement benefits, and their pension entitlements. Similarly, in the event that the implementation of the new remuneration model results in existing clergy remuneration that exceeds the maximum of the appropriate salary range, the level of clerical remuneration going forward will not be adjusted downward but will remain the same (“red-circled”).

5. The adoption and implementation of **an annual feedback session** for clergy that will eventually enable the inclusion of **merit** as a factor in the determination of clergy remuneration.

In progress. Process has been developed. Job descriptions or clergy ministry descriptions (Incumbent and Associate Priest) are 80% complete. Work continues on the Deacon job description, guidelines, and piloting.

2. Housing Remuneration

6. That clergy remuneration will, as a general rule, no longer comprise two major components, stipend and housing (the “two-component model”), but will, subject to a limited number of exceptions, be replaced by a remuneration model comprising only one major component, namely, salary (the “one-component model”).

7. That the College of Bishops will decide on the exceptions to the general rule based on strategic, pastoral or financial considerations prior to the introduction of the new model.

3. Parish Ministry, Mission and Management Evaluation

8. That a consistent parish ministry, mission and management evaluation system be instituted across the Diocese, to be fully operational within five years.

As noted above in #5. In progress. Process has been developed. Job descriptions or clergy ministry descriptions (Incumbent and Associate Priest) are 80% complete. Work continues on the Deacon job description, guidelines, and piloting.

9. That a small team adapt from other dioceses, or develop, 2 or 3 such evaluation processes to test what will fit the nature of the bishop/clergy/parish relationship in the Diocese of Toronto; will take into account the various parishes where clergy are called to serve; and will recognize the particular spiritual gifts the clergyperson has.

As noted above in #5. In progress. Process has been developed. Job descriptions or clergy ministry descriptions (Incumbent and Associate Priest) are 80% complete. Work continues on the Deacon job description, guidelines, and piloting.

10. That each process be tested over two years with a small group of clergy, adapted based on the evaluation to produce one model, and then gradually rolled out to be in place for all bishops and clergy by the end of five years.

Post implementation.

11. That the College of Bishops give careful consideration to who best should bear the responsibility for the annual parish ministry, mission and management evaluations with clergy (regional deans, archdeacons, bishops or some combination), consult with their clergy, and institute a system that is consistent across the Diocese.

As noted above in #5. In progress. Process has been developed. Job descriptions or clergy ministry descriptions (Incumbent and Associate Priest) are 80% complete. Work continues on the Deacon job description, guidelines, and piloting.

12. That careful training for all involved be planned and implemented over the five years and regularly repeated and enhanced semi-annually thereafter.

13. That, within five years, no salary adjustment should happen without a recorded annual parish ministry, mission and management evaluation in the preceding calendar year unless special circumstances such as severe illness or other crisis are present.

Noted.

14. That the team of volunteers currently working in congregational development be expanded to include people who are skilled coaches for individual clergy, and, after careful matching, deployed to assist clergy in areas where the clergyperson needs some additional support.

Complete. The Clergy Coaching Program has been reviewed and developed.

15. That budget be made available to provide payment for additional coaches who are not volunteers if their skills are especially needed.

Complete. Budgets have been available for additional coaches.

16. That written reports of these parish ministry, mission and management evaluations, once signed, will be kept in secure clergy files at the Diocesan office.

Complete. All evaluations or performance reviews are currently required to be housed in personnel files as per policy.

4. Merit Pay

17. That merit pay is a matter for discussion among the bishop, parish leaders and parish clergy.

18. That remuneration for merit be implemented only after the diocesan-wide parish ministry, mission and evaluation process is in place and goals are being set and monitored for at least 50% of the clergy, which we estimate should be about Year 4 after the adoption of this report.

Noted.

19. That a Diocesan pool of money be created that could be applied where there is a strategic need for a clergyperson's merit to be acknowledged and the parish they are leading is for any number of reasons unable to provide that.

5. Payment for Specialized Ministries

20. That the salary model include a component for specialized ministries and that the Diocese continue to provide the portion of a clergy salary connected with a specialized ministry.

21. That the honorarium for regional deans be raised and then reconsidered should additional tasks be allocated.

Complete. Regional Dean honorarium was increased from \$62.50 to \$200.00 per month on January 1, 2023.

22. That an archdeacon's honorarium be set and positioned above the regional deans', and similarly reconsidered should additional tasks be assigned to the role.

Complete. This recommendation was made under the old system before the episcopal leadership structure process was put in place. Archdeacons' honorariums are positioned above the regional deans.

23. That the College of Bishops develop a list of positions to receive an honorarium in the Diocesan structure, those that require additional ministry beyond what would be considered a fair "share in the councils of the church." These would be positions that require specific skills and significant additional time beyond the parish ministry. Once agreed to, that list of positions would be sent to the Executive Board and Diocesan Council for information.

24. That travel, or other expenses related to these positions, continue to be reimbursed by the Diocese or General Synod depending on the position.

Complete. Expenses are reimbursed for current positions receiving honorarium and will continue to be status quo for any future honorarium positions.

25. That one person be appointed to oversee and ensure appropriate recruitment, ongoing coaching, and a sense of accountability within the group of regional deans.

26. That ministry position descriptions should be written for regional deans and archdeacons to ensure consistency. Similarly, ministry position descriptions should be written for those in specialized ministries.

Part 1 is complete. Archdeacons and Regional Deans have been developed and approved by the College of Bishops.

6. The Unit System of Remuneration

27. That unit-based appointments should never exceed 12 months in duration, except for remunerating part-time retired clergy.

Complete. Unit based appointments are only for retired clergy.

28. That frequent evaluation of a unit appointment by the bishop be required to ensure that the number of units worked and paid for are fair and consistent.

Complete. The Bishops are evaluating unit appointments to ensure fairness and consistency.

29. That regular reminders should be sent to parishes to indicate that the unit rate is the minimum that can be paid. A higher unit rate can be used.

Part 1 of the recommendation is complete. The annual remuneration memo reminds parishes that the unit rate is the minimum that can be paid. For Part 2, in 2026, we will add the notation that a higher rate can be used.

30. That when a unit system is put in place, bishops should assure themselves that the parish has the capacity to do all the related work of payroll management for the clergyperson and address concerns in advance of the hiring.

Complete. Bishops are reviewing and ensuring that the parish has the capacity to do the related work of payroll management and are addressing any issues in advance of the appointment.

31. That a note be added to the current appointment letters making clear the understanding that full-time or part-time clergy are not entitled to consider time off or additional pay for overtime should they work over a certain number of hours.

In progress. Reviewing with legal counsel.

7. Vacation

32. That prior to a decision being made in the parish about an extra week of vacation in lieu of an increase in pay, the area bishop be engaged in the discussion and decision to ensure that ministry is not negatively impacted. With the area bishop's permission, extra vacation entitlement in lieu of receiving a financial increase can be no greater than one additional week. The additional week is not transferable from one parish to another.

8. Stole Fees

33. That the College of Bishops delegate the development of Diocesan guidelines for stole fees, and that the guidelines include such items as the following:
- active parishioners are not expected to pay stole fees;
 - churchwardens and the treasurer of the parish should have a role in determining the fees established for funerals and weddings for people who are not active parishioners;
 - stole fees go to the cleric and what the cleric does with them (donate to the parish, keep, etc.) is their decision.

34. In the spirit of mutual accountability and transparency, the cleric report annually the total of all stole fees to both the parish and the bishop. A frank discussion with the bishop should occur if the total of such fees goes beyond a certain ceiling annually (the ceiling to be set annually by the College of Bishops).

9. Continuing Education

35. The Diocesan budget be increased by \$200,000 annually to supplement existing sources of funding for clergy continuing education. Clear guidelines for applications for grants from this fund should be developed that enable individual clergy or groups of clergy access to additional funds for relevant learning opportunities, essential to the future of the church. A parish that is experiencing a shortage of funds may also seek help from this budget item to provide for replacement clergy when its incumbent is away on continuing education programs. A portion of this allotment may be used by the Diocese itself to fund a particular course or workshop to enhance learning in an identified area required for the future of the church. Clergy covenant with their parishes to use the funds contributed by the parish for continuing education.

In progress. Reviewing options to assist parishes with financial support for clergy continuing education leaves.

10. Sabbatical Leave

36. That the HR department, in consultation with the College of Bishops, review the current sabbatical provision as outlined in the manual and consider whether it should be extended to part-time clergy.

In progress.

37. Explore options for paying for a sabbath leave and whether a deferred salary plan would allow more people to take advantage of the educational leave or sabbath leave.

In progress.

11. Retired Clergy

38. That an annual remuneration memo be especially devised for retired clergy who are doing interim ministry and/or frequent Sunday duty.

In progress. All appointment letters direct officeholders to review the annual remuneration memo including retired clergy. Will review a remuneration memo for retired clergy and frequent Sunday duty.

39. That a “financial planning for retirement” seminar be a required portion of Momentum programs.

In progress. Retirement planning workshop has been extended to all members. It is not yet mandatory in the Momentum program.

40. That parishes reimburse retired clergy for their travel costs and report this reimbursement as income and ensure that appropriate statutory deductions are made.

Complete. This is in all appointment letters

41. That parishes pay full Synod registration fees for all clergy eligible to attend Synod and appointed to the parish.

42. A Covenant of Expectations and Responsibilities document should be developed and shared annually for retired clergy who are functioning as honorary assistants (this is in addition to the appointment letter from the Bishop). This document should be prepared by the parish in consultation with the honorary assistant, not by the Diocese. The goal here is clarity around mutual responsibilities, reimbursements and honoraria.

12. Part-Time Clergy

43. The College of Bishops carefully monitor the increase of part-time clergy who were formerly full-time and refer concerns to the Leadership and Formation Group of Growing in Christ for wisdom and advice about action.

13. Interim Clergy

44. That letters of appointment for interim clergy be carefully designed so that the work is clearly outlined for both the clergyperson and the parish and the clergy are adequately compensated for this important ministry.

Complete all appointment letters clearly outline whether it is full time or part time and if part time, the percent time that is required

45. That the College of Bishops address an increased size in the cadre of trained interim clergy who bring exceptional experience to assisting parishes in transitions and hard decisions. The parish ministry, mission and management evaluations can help identify those who might have the gifts for this kind of ministry, especially in the last decade or so of their full-time working lives in the Diocese. The additional funds suggested under Continuing Education could be used in part to pay for this kind of training.

46. That the College of Bishops develop a plan to recruit several intentional interim priests so that these specially trained individuals have both security of appointment and are readily available when crises arise.

14. Rural Clergy

47. That a task force on the future of rural ministry be established to analyze and address these unique issues and problems and to develop short-, medium- and long-term strategies to guide the development of rural ministry in the Diocese.

15. Associate Clergy

48. That associate clergy be afforded the same respect and consideration as that granted to incumbents.

Need to review housing allowance, leaves for continuing education and process of stipend determination between associate clergy and incumbents.

49. That there be a clearer avenue for associate priests to be in direct relationship with their area bishop and diocesan bishop, resulting in a stronger sense of connection. All clerics serving within the Diocese of Toronto are facilitating the ministry of God made known through Jesus Christ, and no one should feel that they have been left out or set on the margins.

In progress. With the implementation of the new episcopal leadership structure, it has lead to a more direct relationship to their suffragan bishop through their assigned Archdeacon.

16. Building HR Volunteer Assistance for Parishes

50. That a revised and expanded model of training for parish leadership to replace the training sessions for churchwardens and treasurers be revised and tested with a focus on:
- a) what must be done to be compliant with canon and civil law, and
 - b) what should be done to be strategic about the future of the parish's ministry in serving God's mission locally.

That how technology can make it easier to prepare and conduct these workshops be considered.

Complete. The Parish Leadership Workshop has been revised to include a focus on compliance with Canons, Policies, ESA, OHI&SA (including workplace violence & harassment), AODA and Canada Revenue Agency. The workshops been expanded to include governance, archives, stewardship and communications. The workshop has been moved to online format to better accommodate parishes.

51. That a team of volunteers skilled in various aspects of human resource management be developed, trained and deployed as needed to parishes to provide assistance to wardens and clergy.

Complete. We have leveraged the use of HR Assist with Ecclesiastical to provide assistance to Churchwardens and clergy on human resource issues.

From Implementation Recommendations and Suggestions (pages 60 – 61)

General

52. The implementation of the recommendations in this report will require both a project management staffing function that can oversee and monitor what is being changed and a small oversight committee that also tracks progress. The latter will need to:

- draw up a rough timetable to ensure a manageable process for implementation,
- assign the actual work of implementation to the right groups or individuals,
- monitor progress,
- solve problems and challenges that arise, and
- report on progress or stumbling blocks on a quarterly basis to Diocesan Council.

53. A budget should be provided for a project manager to oversee the implementation.

54. A small implementation committee of both volunteers and staff should be established to ensure progress on implementation of the elements of this report through a timely and manageable process.

In progress, work is happening on some of the recommendations despite that there is not implementation committee.

Performance Appraisal Implementation

55. First Six Months of Year One

- Establish a small task force to choose the 2 or 3 best model(s) for these parish ministry, mission and management evaluations to test. The College of Bishops will determine what role bishops and archdeacons and regional deans will have in these parish ministry, mission and management evaluations.

As noted above in #5. In progress. Process has been developed. Job descriptions or clergy ministry descriptions (Incumbent and Associate Priest) are 80% complete. Work continues on the Deacon job description, guidelines, and piloting.

56. Second Six Months of Year One

- Test the models with 10 to 15 volunteer early adopters and with the Bishops themselves. Ensure a cross-section of clergy is included (rural, suburban, inner city, small parish, large parish, etc.).
- Work out problems and challenges.
- Evaluate the tests, modify or start again.

57. End of Year Two

- Choose one model as a result of an evaluation of the test phase.

58. Years Two to Five

- Provide training and coaching for the persons conducting the parish ministry, mission and management evaluations – the clergy, lay leaders involved and bishops.
- Roll out in an organized way over the next three years, beginning with the newer clergy.
- Complete the roll out, adjusting along the way if needed.

59. After Year Five

- Evaluate the overall program every two years subsequently, adjusting where necessary.
- Ensure that there are no salary increases if performance appraisals have not been completed and submitted.

Salary Model Implementation

60. Key recommendations, especially the linking of stipend and housing allowance to a salary-based remuneration system, should be tested for at least one year and probably two before full implementation is considered. This will allow for corrections and problem-solving before widespread implementation is put into place.

Specialized Ministry Implementation

61. Decisions around which positions will require additional salary and the amounts should be made by the College of Bishops within six months of the acceptance of this recommendation. Consultation with the Compensation Working Group is essential.

In progress. Regional Dean honorarium was increased from \$62.50 to \$200.00 per month on January 1, 2023. Complete. Archdeacons' honorariums are positioned above the regional deans. Other honorarium based positions are being currently reviewed; Coordinator of Deacons, etc.

62. An analysis of the ongoing fairness and equity of the additional salary should be done by the Human Resources Department every second year after the implementation. Changes to the additional salary would be considered if significant changes are made to the responsibilities expected of the clergy doing the work, or if any new position is created. As changes are implemented, equity and fairness must be considered.

Post implementation.

63. Eventually, when the new salary system is fully implemented, salary for these specialized ministries will simply be one of the salary factors considered, although this specific portion will come from the Diocesan budget, not the parish budget.

Post implementation.

