

Supporting Parish Leaders Workshop 2026



Diocese of Toronto
Anglican Church of Canada

Followers of Jesus, inspired by the Holy Spirit, serve the world God loves!

Welcome

Opening Prayer



Land Acknowledgement

- Our Diocese is located on the traditional territories of the Huron-Wendat, the Haudenosaunee Confederacy, the Odawa, and the Anishnabek nations. Its boundaries include the Chippewas of Georgina, the Chippewas of Rama, the Mississaugas of Scugog, Alderville, Hiawatha, and Curve Lake First Nations, as well as the many Indigenous peoples who make their home in Toronto and its environs.
- Mindful of the many broken promises between settlers and Indigenous peoples, we strive to uphold the spirit of the Dish with One Spoon Wampum belt covenant, to peaceably share and care for the land around the Great Lakes – the land which sustains us all - and we commit ourselves to the work of pursuing reconciliation and right relationship.

Agenda

- Governance
- Property Resources
- Human Resources
- Finance
- Wrap up



“Jesus said to them, ‘Children, you have no fish, have you?’ They answered him, ‘No.’ He said to them, ‘Cast the net to the right side of the boat, and you will find some.’ So they cast it, and now they were not able to haul it in because there were so many fish.” (John 21)

CAST  NET

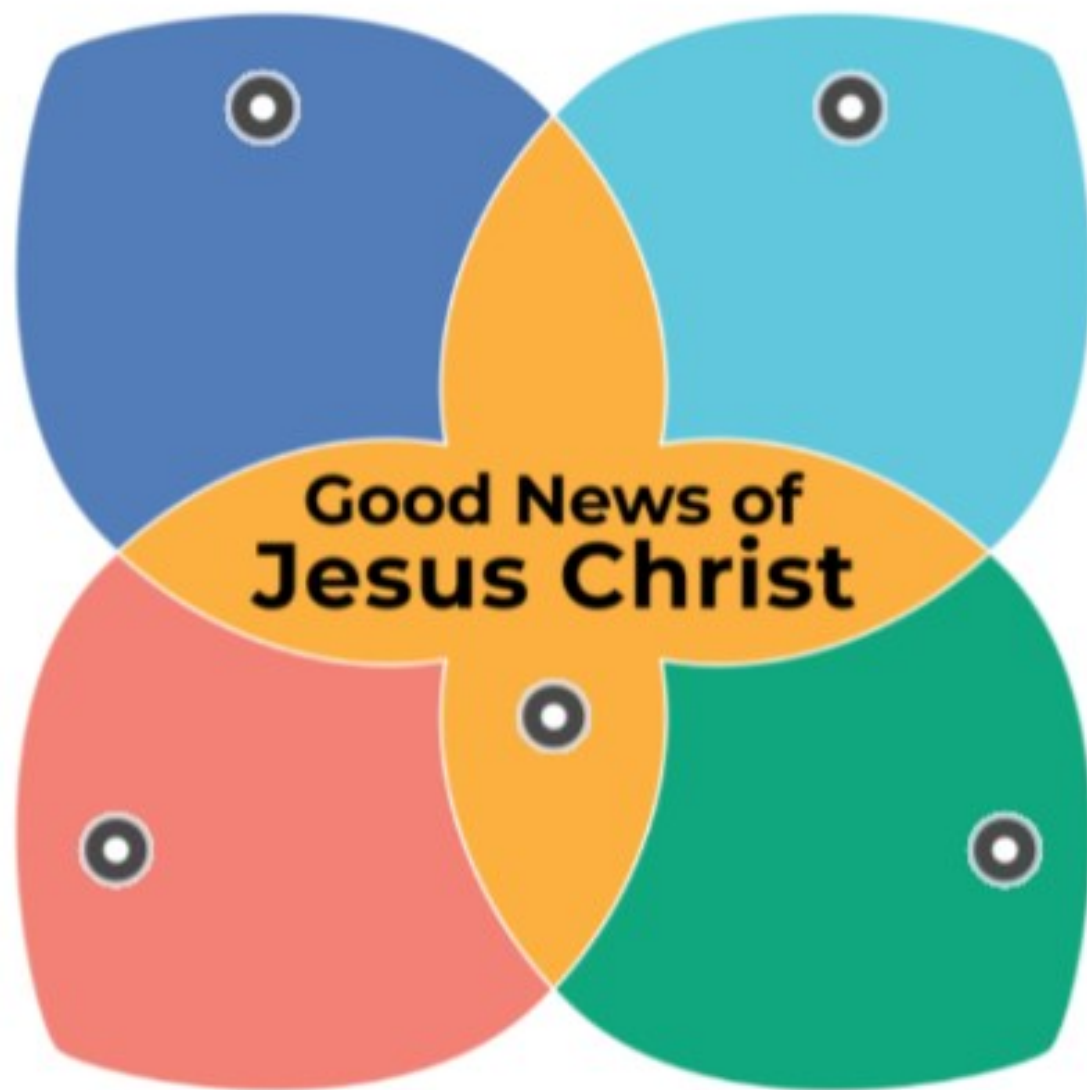
**Renewing
Spirituality**

**Inspiring
Faith in
Action**

**Good News of
Jesus Christ**

**Reimagining
Ministry**

**Transforming
Diocesan
Culture**



Goals for the Workshop



Parish
Governance



Meet key
Diocesan staff



Support you
in your Role



Access
Resources



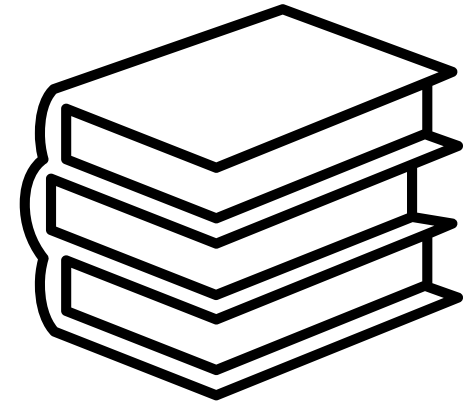
Answer
Questions



Toolkit

Available for download - www.toronto.anglican.ca/parish-administration/parish-leaders-workshops/

- Agenda
- Department Resources
- Organizational Chart
- Staff Directory
- Acknowledgement Form for Churchwardens & Treasurers



Governance

Canon Laura Walton, ODT

Secretary of Synod



Diocese of Toronto
Anglican Church of Canada

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Team



Canon Laura Walton, ODT

Secretary of Synod

lwalton@toronto.anglican.ca

705-351-2033 or 647-578-9755

Ajith Philip

Administration and Synod Assistant

aphilip@toronto.anglican.ca

647-578-9722



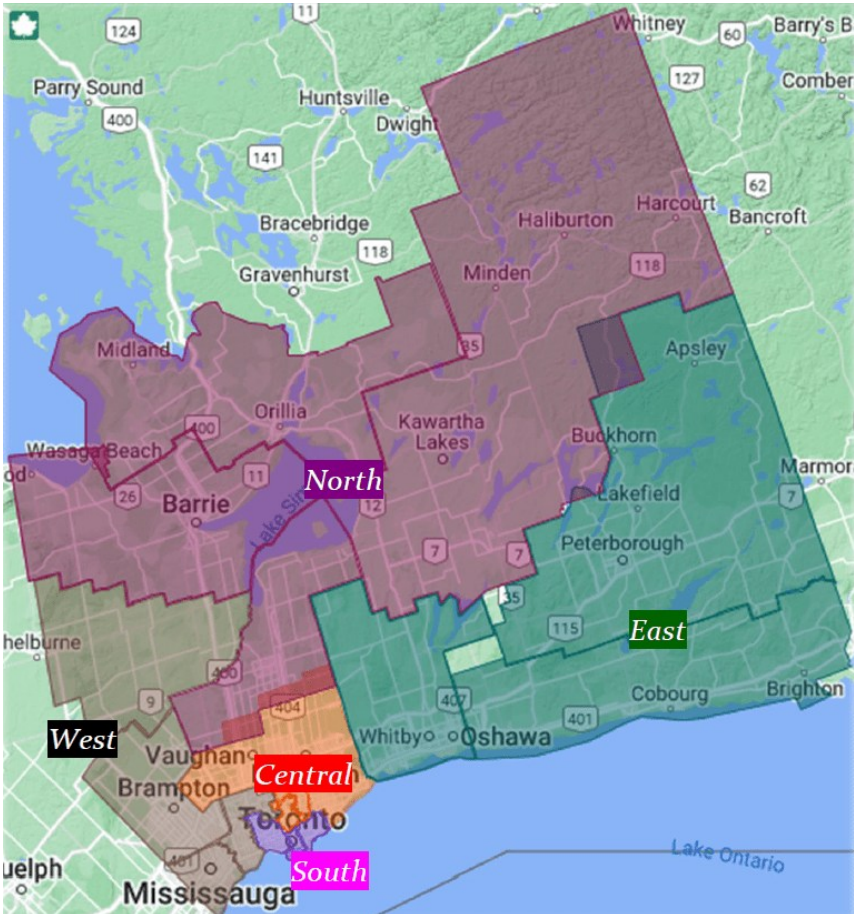
Current Legal Framework

- Religious Organizations' Lands Act (Ontario) R.S.O. (1990) c. R.23
- Anglican Church of Canada Act (Ontario) S.O. (1979) c.46
- The Incorporated Synod of the Diocese of Toronto
- “The Church Temporalities Act”
- The Constitution & Canons (*ie.* ‘by-laws’)
- Episcopally led and Synodically governed



The Rt. Rev. Andrew Asbil, Bishop

Bishop's Assistant: Jennifer Bolender King



Central Archdeaconry

Deaneries and Regional Deans

- Eglinton: The Rev. Pamela Rayment
- Scarborough: The Rev. Canon Greg Carpenter
- York Central: The Rev. Canon Kevin Wong
- York Mills: The Rev. Nicholas Morkel

Archdeacon

- The Ven. Theadore Hunt



The Rt. Rev. Riscylla Shaw, Suffragan Bishop

Bishop's Assistant: Aimen Akbar



North Archdeaconry

Deaneries and Regional Deans

- Holland: The Rev. Canon Daniel Graves
- Huronia: The Rev. Carole Hardie
- Nottawasaga: The Rev. Susan Snelling
- Victoria-Haliburton: The Rev. Canon Ted McCollum

Canon Administrator

- Canon Laura Walton, ODT



East Archdeaconry

Deaneries and Regional Deans

- Durham-Northumberland: The Rev. Canon Jesse Parker
- Oshawa: The Rev. Canon Ruthanne Ward
- Peterborough: The Rev. Samantha Caravan

Archdeacon

- The Ven. John Anderson



The Rt. Rev. Kevin Robertson, Suffragan Bishop

Bishop's Assistant: Sue Willoughby



South Archdeaconry

Deaneries and Regional Deans

- Toronto East: The Rev. Shelley McVea
- St. James: The Rev. Canon Geoff Sangwine
- Parkdale-Toronto West: The Rev. Canon Robert Mitchell

Archdeacon

- The Ven. Cheryl Palmer



West Archdeaconry

Deaneries and Regional Deans

- Etobicoke-Humber: The Rev. Patrick McManus
- Mississauga: The Rev. Canon Susan Climo
- North Peel: The Rev. Julie Meakin
- Tecumseth: The Rev. Canon Darrell Wright

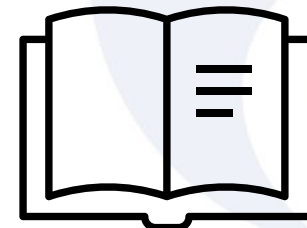
Archdeacon

- The Ven. Steven Mackison



Parishes

- Under the oversight of an Incumbent/Rector/Priest in Charge/Administrator
- Churchwardens and Vestry
- Each congregation is a separate provincial corporation
- Each congregation is a Registered Charity with CRA

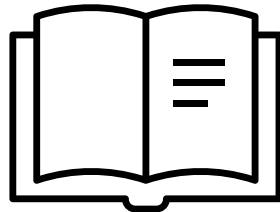


Canon 13



Vestry

- Voting membership
- Annual meetings
 - Chaired by Incumbent
- Vestry list
- No proxy voting
- No quorum



Canon 14



Churchwardens

- Corporation
- The Churchwardens of the Church of <name of parish or church> [in the village of], <location>.”
- 2 Churchwardens – 1 elected, 1 appointed
- Must act jointly and in concert with the Incumbent



Canon 15

Duties of the Churchwardens

Main areas of responsibilities include:



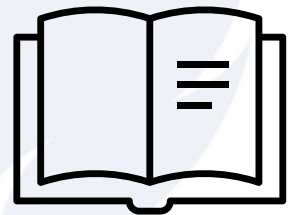
Upkeep of buildings
and land



Management of
finances and budget



Hiring and firing of staff
(excluding the Incumbent)

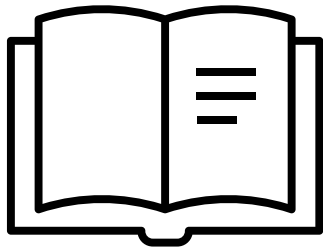


Canon 15



Incumbent and Churchwardens

- Responsible for the leadership of the congregation
- Includes parish staff supervision



Canon 9, 10 & 15

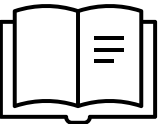


Incumbent and Churchwardens continued

Anglican Church of Canada Act (Ontario) S.O.(1979) c. 46

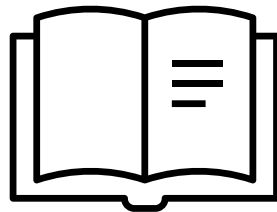
1.-(2) The parson or other **incumbent** of the church for the time being and the **churchwardens** thereof shall, for the purposes of The Religious Organizations' Lands Act, 1979 be deemed to be **trustees** within the meaning thereof.

2.-(1) Land shall not be sold or leased, mortgaged or otherwise encumbered under the powers conferred by The Religious Organizations' Lands Act, 1979 except with the **consent of the vestry** of the church or congregation interested therein **and of the bishop** of the diocese **and the executive committee of the synod of the diocese**, and the consent of the vestry given in accordance with the rules and canons of the church shall be deemed to be the consent of the congregation.



Deputy Churchwardens

- Appointments are optional
- Equal numbers
- No automatic succession

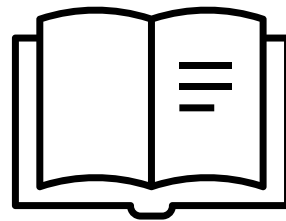


Canon 15



Treasurers

- Appointed by and responsible to the Churchwardens
- If appointed by Vestry to be a signing officer, can only act as a second signature
- Parish Finance Manual

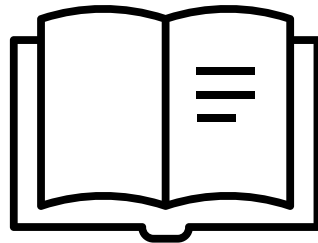


Canon 15



Signing Officers

- All cheques shall be signed by both Churchwardens or by either of them and another person appointed by vestry for that purpose.
- One of the churchwardens must sign the cheque.
- The Incumbent should not be a signing officer.



Canon 15



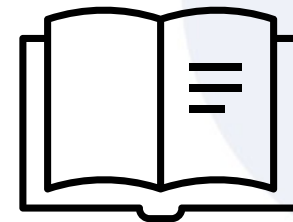
Other Bodies

Advisory Board

“Advisory” role

Parish Executive Committee

Multi-point parishes



Canon 17 & 18



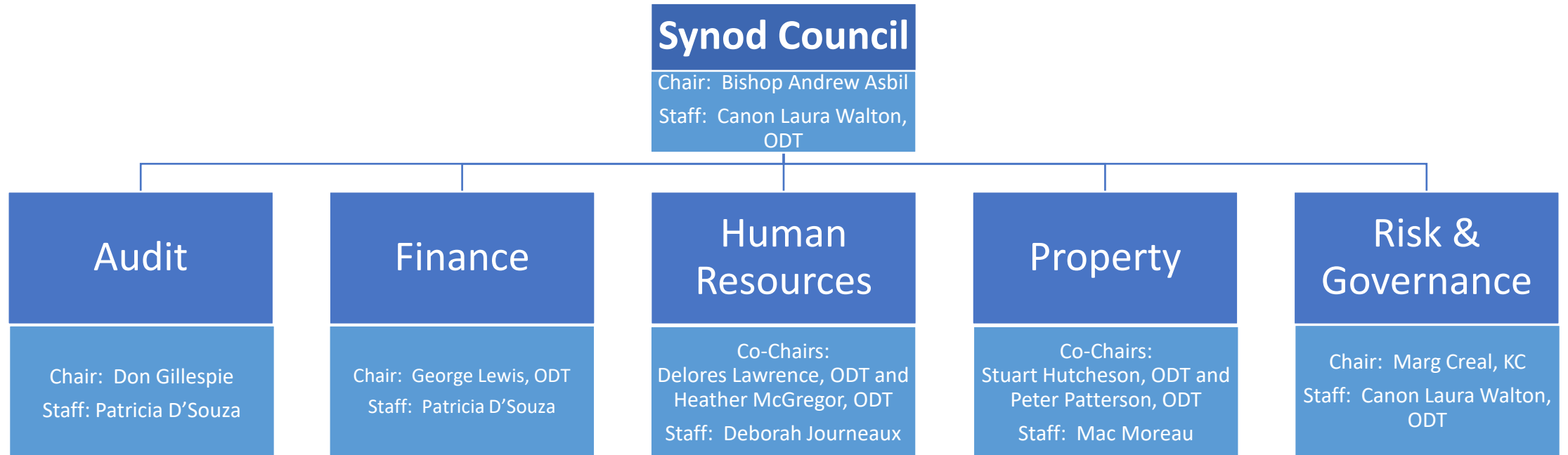


Upcoming Dates for Synod Members

- Pre-Synod - October 2027 (Virtual)
- Synod - Nov 18-20 2027 (In-person)



Governance Structure



*Synod Council's Decision-Making Authority and Delegation of Authority Policy
March 21st, 2024*

RESOURCES

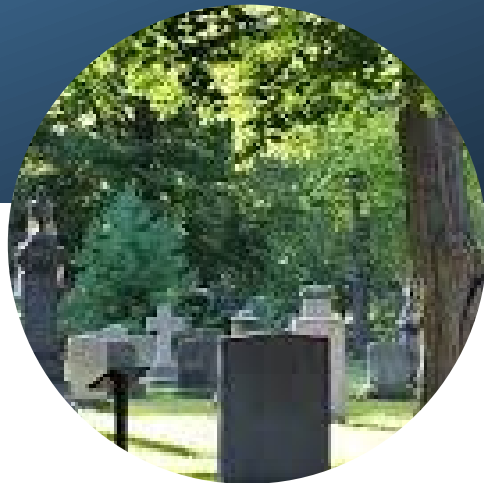
- The Constitution and Canons (recently updated)
- Parish Leaders' Manual
- Parish Finance Manual
- Parish Human Resources Manual
- Parish Property Management Guide
- Diocese of Toronto website www.toronto.anglican.ca





Q&A

Summary



Property and Insurance

Property Resources Department



Diocese of Toronto
Anglican Church of Canada

The Property Resources Team

Pam Boisvert – Property Resources Consultant

pboisvert@toronto.anglican.ca

- Building stewardship
- Building Condition Assessments
- Capital Planning
- Management of diocesan properties

Mac Moreau – Director of Property Resources

mmoreau@toronto.Anglican.ca

- Fund/Grant applications
- Property and project consultations
- Governance and approvals process
- Property strategy and execution

Interim Support: Licenses, leases, insurance and A/P (Atif Hasni)

The Dept. is currently recruiting for a Property Resources Coordinator



Property & Land:

Relationship Between Parishes and the Diocese

Key Resources:

- What is “beneficial ownership”?
- Parish Leaders Manual
- Constitution & Canons

<https://www.toronto.anglican.ca/about-us/constitution-and-canons/> (Specifically, Canon 1 for definitions related to property and Canon 6)

- Property Webpage

<https://www.toronto.anglican.ca/churchwarden-resources/church-property/?lang=en> (all property-related content)

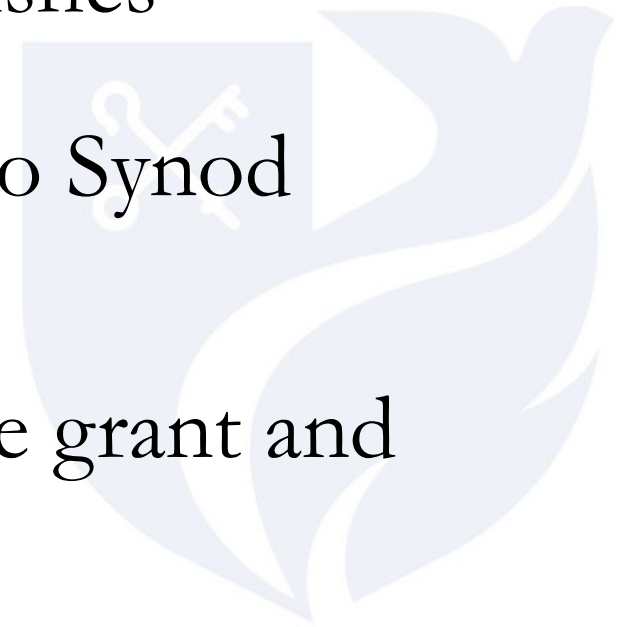
- Policies and Guidelines

<https://www.toronto.anglican.ca/churchwarden-resources/policies-and-guidelines/?lang=en> (see: Capital Redeployment Policy, Policy for the Sale and Replacement of Rectories)



The Property Committee

- Standing committee of Synod Council; delegated certain responsibilities.
- Iterate and execute a property strategy
- Actively respond to the needs of Parishes
- Advise and make recommendations to Synod Council on property-related matters.
- Review and approve MAF Real Estate grant and loan requests.



Building Stewardship Policy

- What is a Building Condition Assessment (BCA)?
- Current policy - new BCA every ten (10) years
 - Schedule on website
- Group purchasing program for parishes
- Analyzing data and creating an action plan



Canon 6: Summary

- The Risk and Governance Committee **recommends approval** to Synod Council on matters regarding: property acquisition, sales, mortgages, loans, capital projects and commercial agreements (licenses & leases).
- Please consult with the Property Resources Department to ensure that all documentation is acceptable for submission to the Committee for approval.
- Documentation must be received at least **2 weeks in advance of the meeting** date – meeting dates are on the Diocesan website.
- It is important to take time and **read Canon 6** – questions concerning process and procedures should be directed to the Property Resources Department.



Canon 6: Licenses & Leases

The Risk and Governance Committee pre-approves the following:

- **RED** Checklist & Attestation: Low Risk and Parking Licenses
- **YELLOW** Checklist & Attestation: Residential tenancy leases (**new procedures**)
- **GREEN** Checklist & Attestation: Renovations requiring a building permit **and** hard construction cost LESS than \$100,000

Next Steps:

- Complete all due diligence items, email a fully completed and signed Checklist to: canon6@toronto.anglican.ca

High Risk Licenses and Leases

- Support letter from Bishop (or designate) is required for new agreements.
- Vestry support required for long-term tenancies
- License agreement (template provided on the website)
- Certificate of Insurance (COI) with minimum requirements



Be Prepared

- Actively consult with the Property Resources Dept. to determine best path forward; **we are your resource.**
- In many cases, the following is required when considering capital projects, grants, etc:
 - Letter of Support from Bishop (or designate)*
 - Vestry motion
 - Financial statements
 - Case for Support (aka business case)
 - Project details/Scope
 - Budget estimates
 - Funding methods
 - Implications & Risks



Funds & Grants

- **Baker Foundation Grant** – building of or addition to Sunday school space.*
- **Carleton Fund Grant** – repairs and renovations to occupied rectories.
- **Ferguson Grant** – construction, purchase, alteration or renovation of buildings used as a home for the aged.
- **Ministry Allocation Fund/Real Estate** – expanding an existing church, building a new church, property improvements (measurable enhancement to parish ministry)
- Property Resources Dept. has compiled listing of external grants
- All grant applications and related information can be located on the website.

Consultations are required for all grant applications





Insurance

Do you have questions about your insurance coverage or need policy documents?

Contact AON, our insurance broker:

Phone: 1-877-766-3093 (Monday to Friday, 7:30 AM to 6:30 PM EST)

Email: anglican@aon.ca (responses within 3-5 business days)



Important Information for Parish Leaders

Quarterly workshops for parish leaders

Property Post newsletter series

Beyond the Bricks newspaper column

Regular updates posted in the Bulletin Board

Property-related resources on diocesan website

Access to templates, samples and other important resources by connecting with the property team.



Diocese of Toronto
Anglican Church of Canada



Q&A

Parish Finances



Diocese of Toronto
Anglican Church of Canada

Team



Patricia D'Souza
Treasurer & Director
of Finance

Keri Stilling
General Accountant
(Payroll and
Allotment)

Loretta Manuelpillai
Administrative
Assistant – IT &
Finance

Rebecca Scott
Senior Accountant

Jennifer Wang
Accounts Payable Clerk

Suchitra Ahlawat
Receptionist (on leave)

Trisha Baptista
Receptionist



Some of what finance does

- Payroll for clergy
- Billing for parishes
- Stock donation processing
- Investment fund (Consolidated Trust fund) processing
- Dividend distribution
- Grant distribution
- Financial management assistance
- Governance body decision support



Structure and Charitable Status

- Each parish is:
 - A separate provincial (Ontario) corporation – but is not separately incorporated
 - A Canadian Registered Charity
 - Must file T3010 within 6 months of year end (June 30 if the year ends on Dec 31st) to maintain charitable status



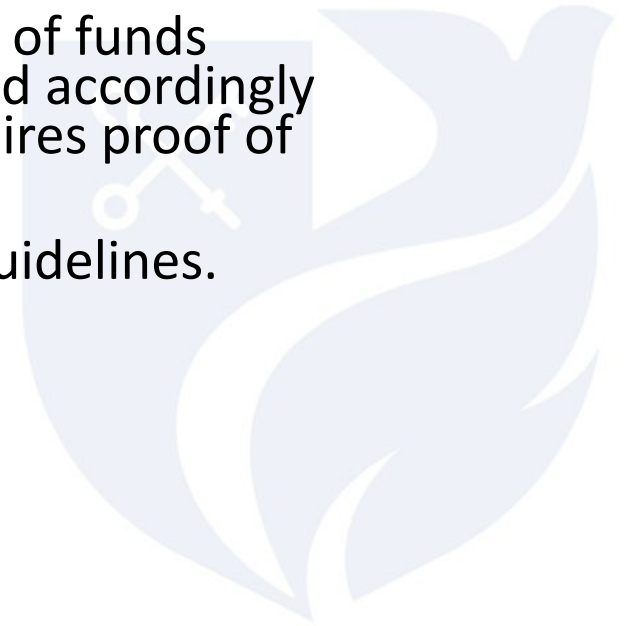
Requirements of the Parish

Requirement	Due Date
<ul style="list-style-type: none">• Diocesan invoice for stipend and allotment	Monthly
<ul style="list-style-type: none">• Churchwardens' Parochial Return (CWPR)	March 15
<ul style="list-style-type: none">• CRA Requirements:<ul style="list-style-type: none">✓ T3010-1 Charitable Information Return✓ HST Return✓ Payroll remittances	Six months after year end Determined by CRA (could be monthly, quarterly, annually) Determined by CRA



Discretionary disbursements by parishes

- Parishes that provide funds to individuals as a part of their discretionary spending are required to generate a T4A for the recipient of the funds, if the total amount of funds granted to a particular individual exceeds \$500 in a year.
- This includes ministry grants, honorariums and clergy discretionary grants or any amounts paid to individuals.
- If the recipient is on Diocesan payroll, the amount of funds granted will be added to their pay and will be taxed accordingly unless it is an expense reimbursement which requires proof of receipts.
- This is necessary to be in compliance with CRA's guidelines.



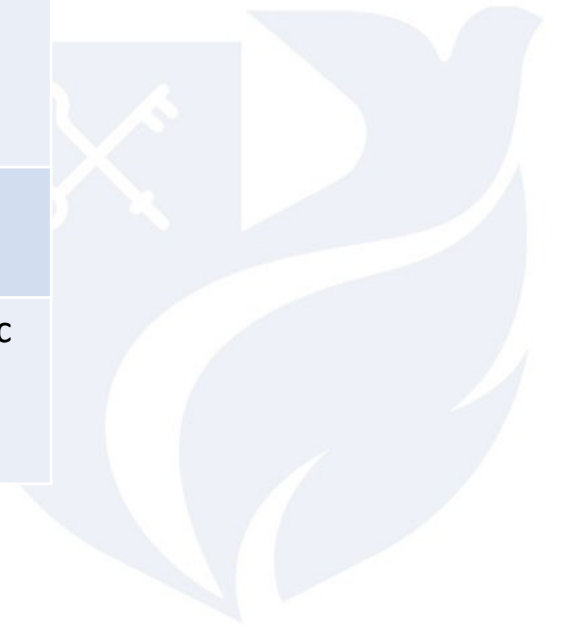
Disbursement Quota changes

- The disbursement quota is the minimum amount a registered charity is required to spend each year on its own charitable activities, or on gifts to qualified donees.
- Effective Jan 01, 2023, the disbursement quota rate has been increased to **5%** from 3.5% on the portion of charities' property not used for charitable activities that exceeds \$1 million.



Audited Financial Statements

	Audit	Review	Compilation/ Notice to Reader
Nature of involvement	Application of GAAP	Application of GAAP	Compiling information
Communication provided	Audit Report (opinion)	Review Engagement Report	Compilation report (no review)
Level of Assurance	Highest level	Moderate Level	No Assurance
Who can perform	Licensed Public Accountant	Licensed Public Accountant	Licensed Public Accountant



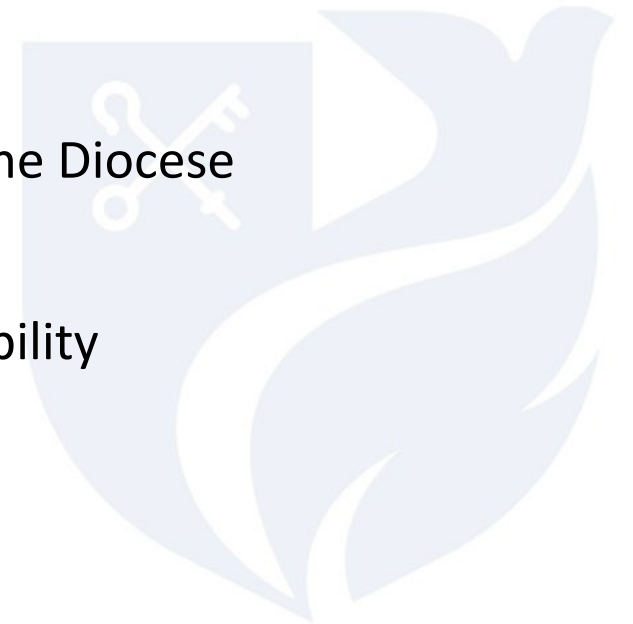
Audited Financial Statements

- Parishes that do not meet the requirements of Canon 14 regarding an audit are not in compliance with provincial law.
- At Synod 2023, the income threshold to conduct an audit under Canon 14 was increased to \$500,000. Parishes with income under this amount can conduct a review engagement by **passing an extra ordinary resolution** at the vestry meeting. Parishes with income less than \$100,000 can conduct a compilation agreement with the **permission of the Bishop and by passing an extra ordinary resolution at the vestry meeting.**
- These alternative engagements would still need to be completed by a licenced accountant, but they are less expensive than an audit.



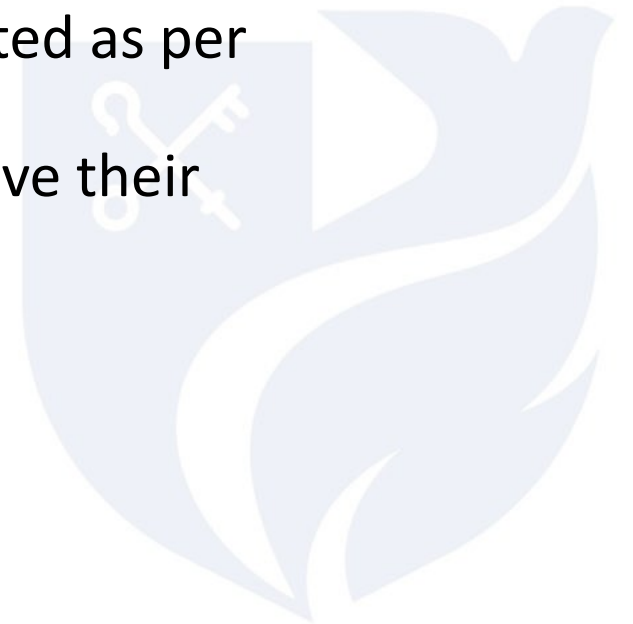
Internal Controls – Financial Statements

- Churchwardens are responsible for all funds received and disbursed
- Statements should be prepared on a regular basis and reviewed
- Monitor financial operations:
 - Cash flow
 - Debt management, including balances owing to the Diocese
 - Investments including CTF funds
 - Segregation of restricted vs. non-restricted funds
 - Budget should not be in deficit position- sustainability



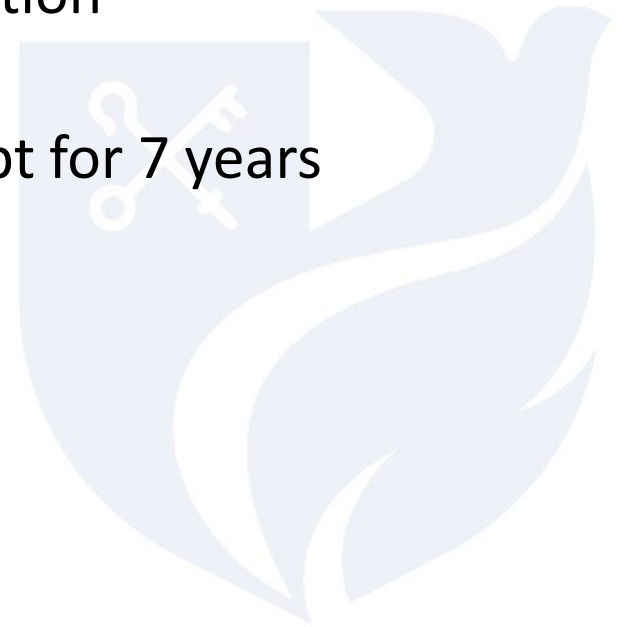
Internal Controls – Bank Accounts

- Bank Accounts – reconcile monthly
- CIBC – has a blanket agreement with parishes
- Signing authority – generally
 - 2 Churchwardens & Treasurer
- Cemetery funds & parish funds must be separated as per the *Funeral, Burial and Cremation Services Act*
- Parochial Organizations are not permitted to have their own bank accounts



Internal Controls – Donation Receipting

- Need to have an audit trail from bank deposit to receipt issued
- Need to ensure that receipts include all information required by CRA
- Documentation supporting receipts must be kept for 7 years



Investments

- Option to invest in Consolidated Trust Fund of the Diocese of Toronto
 - Monitored by the Investment Committee, which ensures compliance with Investment Policy
 - The annual dividend is \$13.50 per unit (4.50% return) for 2026 to be paid out quarterly
 - Currently holds \$225 million in investments



Information Technology Update

- Contact Loretta for password resets
- Multi-factor authentication to be set up on Diocesan emails.
- Auto-forwarding will be disabled
- Travel exemption request to be approved by the Diocese to access emails from outside of Canada.
- Bank information updates through phone only.





Q&A

Human Resources

Deborah Journeaux, Director of Human Resources



Diocese of Toronto
Anglican Church of Canada

Followers of Jesus, inspired by the Holy Spirit, serve the world God loves!

Team

Lily Chow

Human Resources Coordinator

lchow@toronto.Anglican.ca

647-578-9748

Deborah Journeaux

Director of Human Resources

djourneaux@toronto.anglican.ca

647-578-9730

Amy Talbert

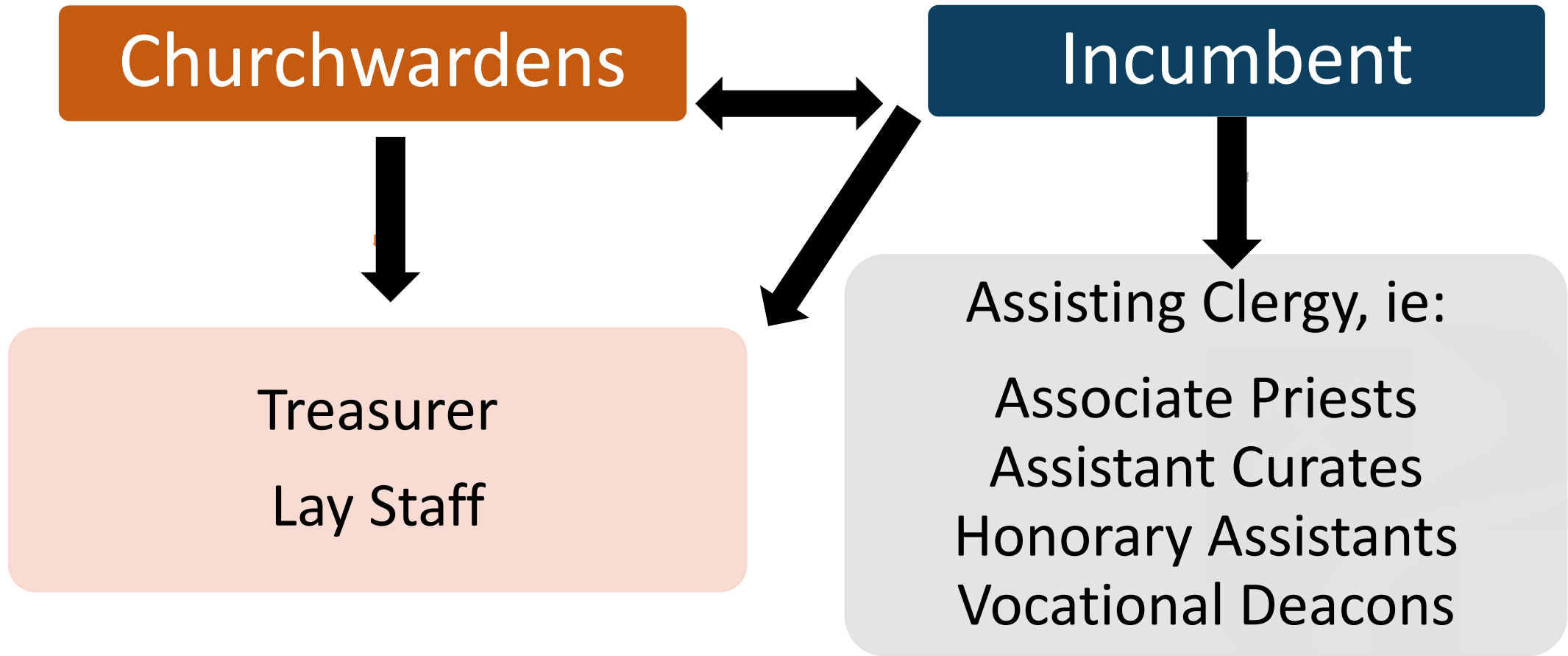
Human Resources Manager

atalbert@toronto.anglican.ca

647-578-9726



Parish Roles



Churchwardens and Incumbents do not have authority over each other

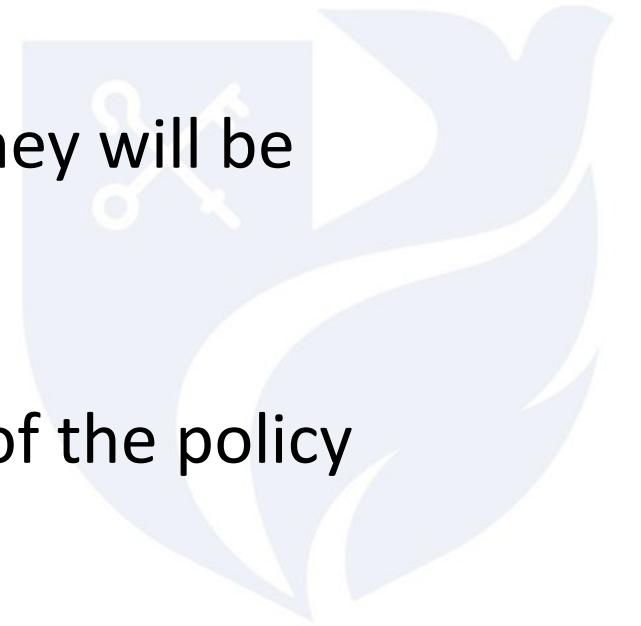


Responsible Ministry:

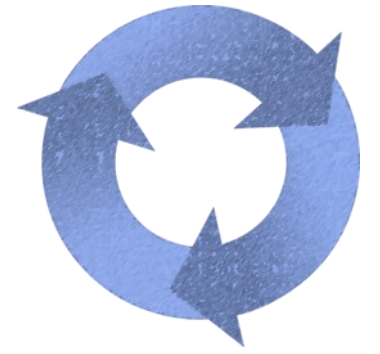
Screening in Faith

Screening is one of the steps to prevent sexual misconduct in our places of ministry

- Applicable to all employees & volunteers
- Ensure all employees and volunteers know that they will be screened before they start
- Assess positions for risk: high, medium, low risk
- Fully compliant with all 11 standards & practices of the policy
- Must be 18 yrs. old to be in high-risk position



Responsible Ministry: *Screening in Faith*



Reference checks required for high-risk positions

Police Record Check required for high-risk positions
– before they start and every 3 years after

Sexual misconduct policy training is required for medium & high-risk positions – within 6 months and every 3 years after



Sexual Misconduct Policy

Canon Pastor

- Responsible for policy, questions, and investigations
- If you are aware of an incident, witness or experience misconduct, have concerns, or unsure – call the Canon Pastor

Contact: 416-807-2494 or canonpastor@toronto.anglican.ca

- The Rev. Canon Susan Haig, Canon Pastor
- The Rev. Canon Dan Graves, Assistant Canon Pastor



Hiring Staff

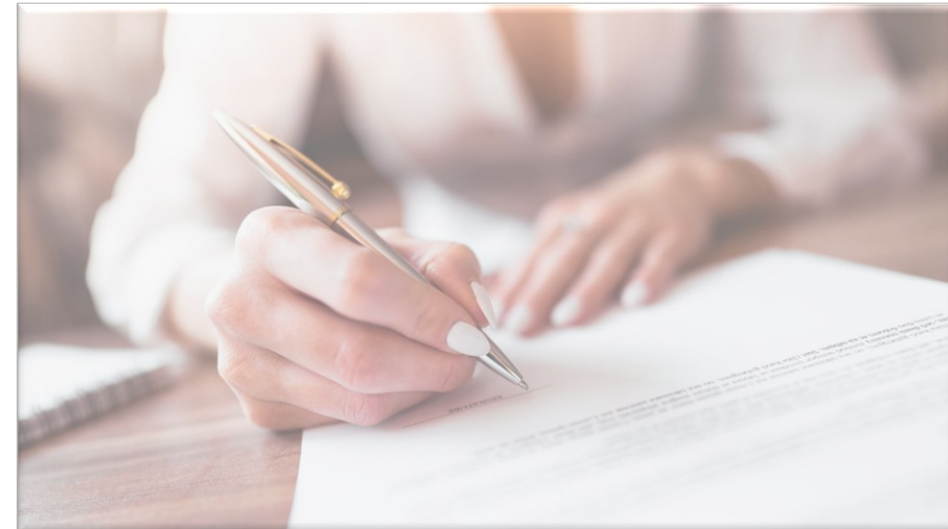
- Churchwardens and Incumbents are the hiring and dismissing authority of lay staff
- Fair and transparent process:
 - Job description, job ads (existing vacancy or new role; post salary range; if you use AI in the hiring process), resume screening, same interview questions to all candidates, have a scoring scale, references & job offer.
 - Must inform applicants interviewed if successful or not; maintain information for 3 years
- Ensure compliance: Human Rights Code & Ontario ESA.
- Employee vs. independent contractor



Employment Agreements

- Every work arrangement should be in writing.
- Must include a list of duties and responsibilities, a list of work conditions and a termination clause.
- Used for all employees and
 - *contract employees of the parish

*Contract employees:
defined period, no more than 2 years



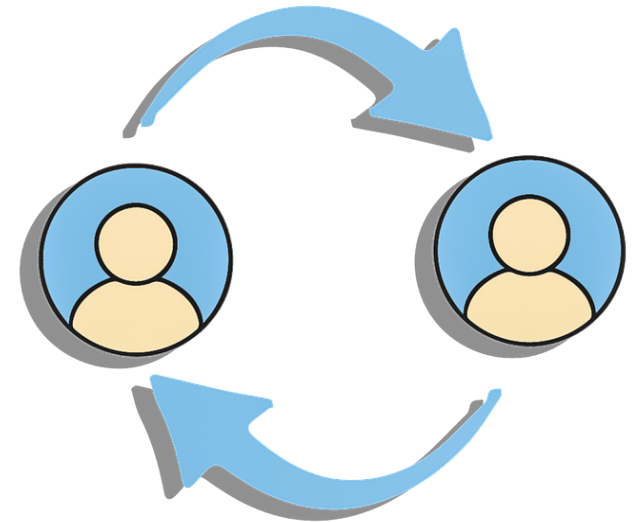
Supervising Staff

- Ensure employee is provided with job description
- Ensure that supervisors (usually Incumbent) are meeting regularly with staff
- Set a weekly or monthly meeting date
- Provide and document regular (timely) feedback



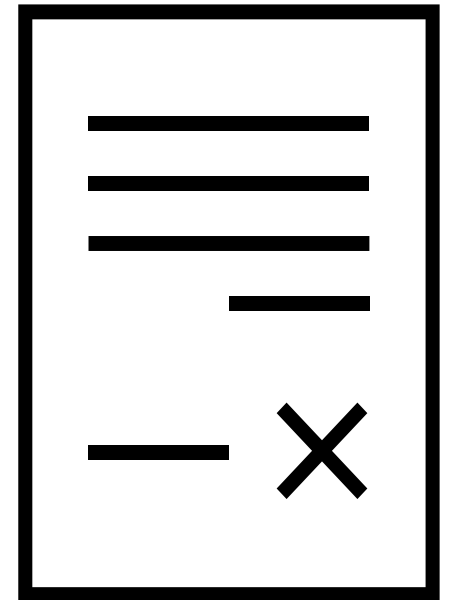
Performance Reviews

- The annual process is to:
 - discuss the job performance and ministry development of the employee
 - review goals and accomplishments
 - set goals and objectives for the coming year
 - identify training needs
- Supervisor to conduct review (usually Incumbent)



Resignations - Terminations

- Resignation – Get it in **writing**.
Recognize with an acceptance letter.
- Dismissals; obtain guidance
- Review personnel file
- Seek assistance - call the HR Team
- Contact employment lawyer at **LegalConnex**:
1-866-263-0256
(have your insurance policy #)
- Employment Standards Act sets a minimum
for notice requirements



Health & Safety



- Create Health & Safety policy
- Have a Health and Safety Bulletin Board
 - “The Green Book” (the Act), Inspection Reports
 - Health and Safety Policy
 - Workplace Violence & Harassment Policy
 - First Aid & Safety Representative
 - WSIB & ESA Posters
- Document all training taken by your staff
 - Ministry of Labour has free, online training



- Naloxone kits <https://www.ontario.ca/page/naloxone-workplace#how-employers>



Violence & Harassment

- Policy is a requirement under OHSA.
- Parishes with 6 or more employees:
 - Must have a written policy
 - Must train employees on the policy
- Best for every parish to have a written policy; must do a risk assessment.
- Document all training taken by parish staff.
- Must investigate all incidents and complaints
- If a cleric is involved in an incident, you must contact the Canon Pastor.



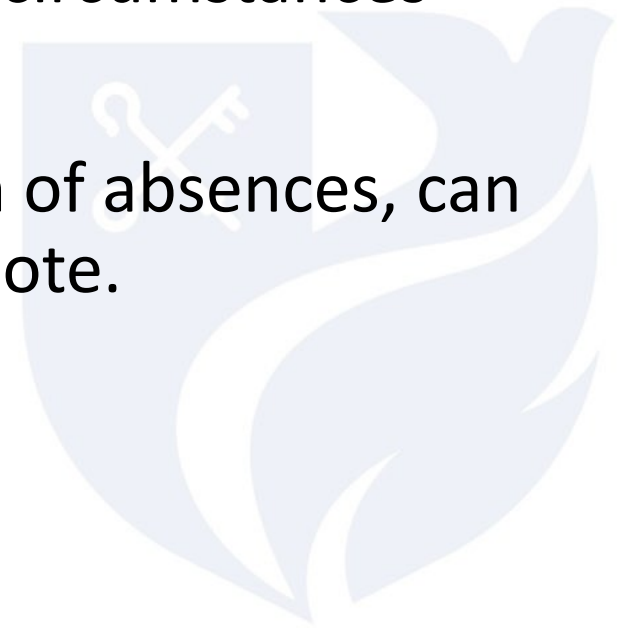
ESA Leaves

- There are many job protected, unpaid leaves that your employees can take.
- If there is an issue, check ESA website to see if it is job protected.
- <https://www.ontario.ca/document/your-guide-employment-standards-act-0>
- Some leaves are also eligible for EI benefits.
 - Not always for the same period of time.



No Sick Note - ESA Sick Leave

- Employers are prohibited from requiring an employee to provide a sick note as evidence the employee is entitled to ESA (statutory) sick leave of up to 3 days.
- Employer may require “evidence reasonable in the circumstances that the employee is entitled to the leave.”
- Sick note can be required if 4 days or more, pattern of absences, can they reasonably obtain a note and the cost of the note.



Next Steps

Conduct an audit to ensure that parish:

Is in compliance with all Diocesan policies:

- Screening (references and police record checks)
- Sexual Misconduct Policy and training

Is in compliance with all legislation:

- Employment Standards Act
- Health & Safety Policy, Training, and Bulletin Board
- Workplace Violence & Harassment Policy and Training
- AODA and Training
- Stay informed ESA and Health and Safety

Has in place:

- HR Manual/Policies
- Regular touch base meetings/ Performance Reviews
- Proper Employment and Independent contractor agreements





Q&A

Acknowledgement Forms for Churchwardens and Treasurers

- Deadline: April 30, 2026
- Send your completed Acknowledgement Form to lwalton@toronto.anglican.ca or aphilip@toronto.anglican.ca



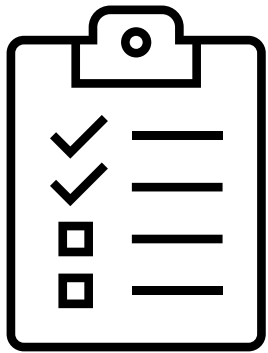
Any other questions?

DEPARTMENT	NAME	EMAIL ADDRESS
Human Resources	Deborah Journeaux	djourneaux@toronto.anglican.ca
	Amy Talbert	atalbert@toronto.anglican.ca
Finance	Patricia Dsouza	pdsouza@toronto.anglican.ca
Property Resources & Insurance	Mac Moreau	mmoreau@toronto.anglican.ca
	Pam Boisvert	pboisvert@toronto.anglican.ca
Constitution and Canons	Canon Laura Walton, ODT	lwalton@toronto.anglican.ca
Stewardship Resources	Peter Misiaszek	pmisiaszek@toronto.anglican.ca
Archives	Claire Wilton	cwilton@toronto.anglican.ca
Social Justice and Advocacy	Elin Goulden	egoulden@toronto.anglican.ca
Congregational Development	Canon Janet Marshall	jmarshall@toronto.anglican.ca
Bishops Office	Jennifer Bolender King	jbolenderking@toronto.anglican.ca
Communication	Martha Holmen	mholmen@toronto.anglican.ca



Post Survey

(The Survey will be displayed in your web browser at the end of the meeting)



1. How would you rate your overall satisfaction with the Supporting Parish Leaders Workshop?
2. Did the workshop content meet your expectations?
3. How would you rate the quality of the presentations?
4. Was this presentation format helpful?
5. Do you have any suggestions for how we can improve future workshops?



Followers of Jesus, inspired
by the Holy Spirit,
serve the world God loves!
Go in Peace, to Love and
Serve the Lord.

Thanks be to God.



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