

		Same as Fisher then adds more "allowing creative..." = not micromanaging			Doesn't say anything about stewardship of resources (time, talent, people, etc.)	"needs of faithful"; meet needs; calls for each parishioner to be an active participant		each item spelled out; see II - B - 1 (last sentence)	"policy" - wide in scope	"active participation of parishioners"; "evangelization"	
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Best Practices: The Pastor will consult the CPC on matters of pastoral concern including: proclaiming God's word, celebrating the sacraments, caring for the faithful, promoting evangelization, and being a good steward of parish resources, time, talent, and treasure. Pastoral policy will provide a guide for actions have a broad impact on parish life while allowing creative and flexible action by those charged with the implementation of policies.

Norm 5: The purpose of PPC is to promote the spiritual growth of the parish community and to plan ways for the parish to carry out the mission of the Church.

<p>Fisher's Findings "The scope of the council is pastoral matters. These may include everything that pertains to the pastor's ministries of proclaiming God's word, celebrating the sacraments, caring for the faithful, promoting the mission"</p>		Cleveland - see pgs 14-16 of DOC guidelines		Boston - No mention		Canada - Taking part in the work of the PPC is itself an excellent means of education in faith. Nevertheless, to strengthen their ability and willingness for service, council members should receive ongoing formation in faith, a task that should be of special concern to the president and chair of council. Should be time for spiritual reflection throughout the year. Members should be encouraged to participate in spiritual formation sessions. (P. 15-16)		St. Malachi - Spiritual Formation: Council encourages opportunities for discipleship in the whole parish community as well as the Council itself.		St. Patrick - No mention
	Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons
		"councilors need to commit to regular times of prayer"				"ongoing formation"		whole parish community included		

Best Practices: The CPC will encourage opportunities for spiritual formation within the CPC and throughout the entire parish community.

Norm 6: The members of ppc represent the interests and pastoral needs of the parish community.

<p>Fisher's Findings - PPC members are chosen, for ability to accomplish work of investigating, considering, and recommending practical conclusions. Baptized and in good standing with the Church, reflect the parish's various neighborhoods, social and professional groups, and apostolates. Finally, they are parishioners noted for their faith, good morals, and prudence.</p>		Cleveland - Should include a broad cross-section of parish community, and give evidence of balance. Should consider the good of the parish rather than a single point of view. Open to registered Catholics in full communion with the Church. (P.17)		Boston - Council members represent the entire collaborative community and exercise their responsibilities with a concern that includes all parishioners. (P. 1) Ensure an equal representation by each parish (p. 4)		Canada - Members must be representative of the faithful of the parish and of the various activities of the parish. Basic qualifications: keen desire to help, listen, reflect and express themselves with care; communicate and work with others; adapt quickly to new challenges. Women and men of different age groups and civil status, from different walks of life or social conditions; different geographic sectors of the parish; (P. 6-7)		St. Malachi - The Nominating Committee shall seek to produce a slate of Candidates for Council that reflects the diversity of the parish, including, but not limited to: diversity in age, gender, culture, points of view, skills and level of involvement in the parish.		St. Patrick - The members of ppc represent the interests and pastoral needs of the parish community.
	Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons
	professional implies higher socioeconomic; too narrow	broad cross-section	what is the broad cross-section; won't know "single point of view"	Collaborative: represent entire community, etc		defines cross-section				

Best Practices: The CPC will be elected through a specific process. A nominating committee of council members and parishioners will produce a slate of candidates for council election. The candidates will reflect the a diversity of our parishioners, including, but not limited to; age, gender, culture, points of view, skills, and level of involvement within the parish.

Norm 7: Membership on the PPC, except for those who are members by reason of their office, is to be determined in an appropriate manner which allows for the participation of the parish community.

Fisher's Findings the election of (number of) councilors takes place on the last of a series of four assemblies		Cleveland - 2/3 of councilors are chosen from membership of parish who are not staff members. Appointments by pastor may not constitute more than 1/3 of council. Pastor, parochial vicar, deacon, stProvide new councilor orientation. State explicitly in guidelines how councilors are selected: when, how and by whom. (P. 18-19)	Boston - Pastor, parochial vicar, 6 from each parish, elected or appointed by pastor. One member from each finance council. Deacon, pastoral associates. (P. 2)	Canada - Pastor, some members of presbyterial team, religious men and women working or residing in the parish. Should not exceed 10-15. How selected: election, selection from parish organizations, appointed by pastor; found by council in case of vacancy. (p. 7-9)	St. Malachi - Pastor and 12 elected parishioners. Candidates for Council that reflects the diversity of the parish, including, but not limited to: diversity in age, gender, culture, points of view, skills and level of involvement in the parish.	St. Patrick - Council comprised of 7 individuals who serve as reps of commissions. Pastor, in consultation with council and staff appoints chair of each commission.				
Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons	
	time intensive	defines that it just can't be a hand-picked group of pastor	1/3 staff members risks PPC becoming mini staff meeting	calls out connection with finance council		"religious men and women" doesn't mean you are a good fit for council		all election guidelines are spelled out		outdated model (commission based)

Best Practices: CPC elections will be held every year, as one third of the members finish their three year terms. New members will be elected every year from the collaborative membership, with equal representation from each entity. (copy St. Malachi election guidelines here) CSC will include one representative from Finance Council. All staff members are welcome to attend for inclusion in discussion. At times, specific staff members may be requested to attend CPC meetings to share their knowledge regarding specific issues. CPC will provide leadership orientation for new CPC meetings each year.

Norm 8: Members of PPC, except for those who are members by reason of their office, shall have a limited term.

Fisher's Findings - The parish council has three year planning cycle, and members are selected for a three year term. The pastor defines the theme of the planning cycle during September assembly at which council is selected.(p.4)		Cleveland - no less than 1 year, and no more than 4 years.(p. 20)	Boston - three year terms. May serve 2 consecutive terms. (P. 2)	Canada - 2 years, renewable twice. (P. 9)	St. Malachi - three years, renewable twice. Overlapping terms (p. 3)	St. Patrick - no limit. Chair term is 2 years, renewable once.	
Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons
P: global vision	Pastor determines theme of planning cycle without consultation with Council? Doesn't always work that way in real life					three years gives enough time to be effective; overlapping terms ensures continuity;	no limit

Best Practices: CPC members will serve a term of three years, renewable once for a total of six years. Following a hiatus of three years, a former CPC member can run for re-election to CPC. Terms of membership begin on July 1 and conclude on June 30 at the end of the three year term. One third of CPC will have terms which expire each year.

Norm 9: PPC is to select a chairperson and other officers from among its members.

Fisher's Findings 3 officers: chair, vice chair, secy, pastor-- collab to develop agenda. Chair facilitates discussion and monitors work progression between meetings. Secy does minutes, sends agenda 1 wk prior to mtg.		Cleveland - selection of chair and officers done in prayer and discernment. Chair facilitates meetings, assists in developing agenda, provides means to prepare for meetings. Develops unity and stability by promoting an atmosphere of trust and open communication. Vice chair facilitates in chair's absence and other duties as needed. Secretary keeps records, but minutes may be taken by someone else so secretary can participate in meeting. (P.22)	Boston - Vice chair and secretary elected biennially by council at first regular meeting. Pastor serves as chair. Pastor and vice chair develop agenda. With Pastor approval, vice chair may facilitate meetings, assign duties as needed, notify members of meeting times and distribute agenda and minutes. Secretary shall take minutes and keep records and post on website.(p. 3)	Canada - President is the pastor. Chair may be elected to assist pastor, see to effective working of council, animate and facilitate meetings, encourage all members to participate. Secretary and or treasurer could be one person with requisite skills, keep records and minutes and distribute. President, chair and one other councilor will draw up agenda. (P. 11-12)	St. Malachi - Chairperson lead Council in fulfilling purpose and function. Chairs all meetings, Annual and Special Parish mtgs, motivate and encourage members, facilitate discussions, identify and clarify consensus. Parishioners may request specific agenda item in advance of PCC mtg. Officers are chosen in a prayerful discernment meeting.	St. Patrick - Pastor, in consultation with staff and commission members, appoints chairperson of each commission. Chair of council is recommended by council members and appointed by pastor. Chair reserves meeting space, designates who provides opening and closing prayer, designates someone to take minutes, and establishes template. More outlined on p. 6	
Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons
whole statement		talks about someone else taking minutes instead of secretary; selection done in prayer and discernment	requires collaboration between secretary and minutes taker	pastor serves as chair	pastor is not a president; council doesn't need treasurer	prayerful discernment meeting	currently don't have secretary; narrow in focus

Best Practices: Each year, CPC will select three officers; chair, co-chair and secretary. This selection is conducted via prayerful discernment. (see Diocesan description)

Norm 10: PPC works with existing parish groups and forms new groups as needed to promote the spiritual growth of the parish and foster the mission of the Church.

Fisher's Findings - Council has a three year planning cycle. Pastor defines theme and council carries it out. A clear task and an established deadline. Council always knows its agenda. At the end of three years, it turns work over to the pastor. (P. 4)		Cleveland - Commission assist council by developing pastoral plans and policies in specific areas of parish life and then recommending policies to council. Committee-collaborates with staff to implement plans and policies. Standing committees deal with ongoing areas of responsibility. Ad hoc committees have a specific task and limited duration. (P.23)	Boston - Council acts as a committee in its consideration and recommendation of policies. May establish ad hoc committees to address specific issues, then be dissolved on completion of task.	Canada - No mention	St. Malachi - Pastor and council leaders determine agenda. Spiritual Formation: PCC encourages opportunities for discipleship in parish community. PCC develops, reviews and recommends policies to pastor to meet pastoral needs. (see section 9 - consultation with parish)	St. Patrick - Commission Model					
Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons				
	lacks collaboration for theme		our parish size isn't conducive to commissions and committees		collaboration?		Ministerial Leadership meeting		commission model meets this need		
Best Practices: <i>CPC acts as a committee in its consideration and recommendation of policies. CPC can create Ad Hoc committees to address specific needs. CPC encourages, develops, reviews and recommends policies to the pastor to meet pastoral needs.</i>											

Relationship with Finance Council											
Fisher's Findings - Pastor consults others about parish governance. May ask staff to attend council meetings. Relies on finance council to develop, monitor, and report on parish budget. May ask them to join council meetings. For technical issues, consult the experts, but dont invite to meetings. (P.5)		Cleveland - Finance Council looks to parish council for a statement of the mission of the parish, a pastoral plan and parish priorities. Purpose of finance council is to aid pastor in administration of parish goods to carry pout the mission. Finance Council may choose one of its members to be a liaison to ppc. Foster cooperative relationship with regular communication. (P. 26-27)	Boston - Finance council should update ppc concerning the finances of each parish semi-annually, at least once via the annual report, and once mid-way through the year. (P.2)	Canada - No mention	St. Malachi - Identical to Diocese of Cleveland	St. Patrick - Finance council should update ppc concerning the finances of each parish semi-annually, at least once via the annual report, and once mid-way through the year. (P.2)					
Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons				
	covers wide number of scenarios		"may"	defines purpose of both bodies; mention of liaison							
Best Practices: <i>Finance Council has a distinct relationship with CPC. Cooperation is essential between CPC and Finance Council for a implementation of the mission. Finance Council will choose one member to serve as a liaison of the CPC.</i>											

Consultation with the larger parish community											
Fisher's Findings - In the beginning of council's second and third year, the members facilitate a parish assembly to report on the council's progress and to elicit the advice of parishioners. (P. 4)		Cleveland - Included in Norm 5- communicate regularly with parishioners; council enables parishioners to relate their experiences, needs and hopes to the planning process of the parish, and to recognize their gifts and talents. Ppc also communicates with the diocesan community through deanery and regional meetings, diocesan pastoral council and the bishop and his administration.(p. 16)	Boston - Ensure transparent communication with staff as well as parishioners, utilizing existing and new channels of communication. (P. 1)	Canada - No Mention	St. Malachi - Biannual Ministerial Leadership Mtg, Annual Parish Mtg, Special Meetings with Parish.	St. Patrick -					
Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons				
	lengthy process; no staggering of terms	calls out communication with deanery and diocese									
Best Practices: <i>CPC will maintain ongoing contact and receive feedback from the parish community. CPC will; schedule and conduct semi-annual Ministerial Leadership meetings, schedule and conduct an Annual parish meeting, schedule and conduct 'Chats with Council' on a regular basis, publish monthly CPC meeting minutes and special announcements in bulletins and on websites, publish CPC guidelines on CPC website to promote transparency, create a portal for parishioner communication. CPC will communicate with the Deanery and the Diocese.</i>											

Decision Making Process											
Fisher's Findings - Not found		Cleveland - Appendix G: Decision making via Consensus	Boston - No Mention	Canada - pg 18 consensus	St. Malachi - Consensus Detailed process on pg 6 and appendix A	St. Patrick - consultative, decision driven through consensus					
Pros	Cons	Pros	Cons	Pros	Cons	Pros	Cons				
		Consensus									
Best Practices: <i>Decisions will be made using consensus. Consensus is a group process of seeking substantial, though not necessarily unanimous agreement on significant matters. The CPC strives to attain a conclusion which all can support, even if some still disagree. In seeking consensus, the key value is to reach an optimal level of agreement and support. This contrasts with the concern to make a decision expediently, however divided people might be. (see additional information on Diocesan addendum D3 and St. Malachi Appendix A)</i>											

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