
District Superintendent Monitoring Report April 2021

Definitions

AGO – Associate Governance Officer

C&MA – The Christian & Missionary Alliance in Canada

CPD – Canadian Pacific District

DEXCOM – District Executive Committee

DF – Director of Finance

DS – District Superintendent

DT – District Treasurer

GM – Global Ministries

IW – International Worker

LDF – Loan Development Fund

NMC – National Ministry Centre

OM – Office Manager

Policy Type: Ends

Policy

1. Global Policy

The CPD exists so that Licensed Workers and Boards of Elders in the District are healthy and effective in their unique and shared identity and mission in Christ, faithfully investing God's resources.

1. We will create environmental conditions for the health and effectiveness of our Official Workers and Boards of Elders in the following areas:
 - a. Culture – Relational and Spiritual Vitality
 - b. Nurture – Leader Development
 - c. Venture – Mobilization and Multiplication
 - d. Structure – Organizational Effectiveness

District Superintendent (DS) Interpretation

DEXCOM charges the DS with the responsibility of facilitating and encouraging pastoral and elder board health by creating (or helping to create) certain environmental conditions. The DS interprets 'environmental conditions' as somewhat synonymous with creating culture and setting a tone that is consistent with the accomplishment of the desired outcomes.

Culture creation and the establishing of environmental conditions can happen in many ways but first and most foundational is embodiment: the DS and his team embody and model the desired cultural values and act and lead in ways that spread the contagion of those cultural values. Further, the DS is responsible to utilize strategies that help to create the desired culture and environmental conditions and thus help pastors and churches move towards health in the four desired areas of Culture, Nurture, Venture, and Structure.

Finally, the DS is responsible to regularly evaluate the effectiveness of those strategies and to provide meaningful data to DEXCOM that demonstrates compliance to the policy.

Compliance

Culture: Relational and Spiritual Renewal

Strategy	Attendees	Evaluation Method	Summary of Evaluation
One to One Retreats	2019 – 50 2020 – 0 2021 – 9	Written feedback requested in the week following the retreat; participation in the retreat	Lectio Divina led by Jay Ewing was a rich time for 7 attendees. Spiritual Direction led by Kenda Reimer was insightful. We put much effort into the experiences, and it was unfortunate more people did not take advantage of the experience.
Church Renewal (Southland Church)	2019 – 18 2020 – 14 2021 - 0	Debrief in person or written feedback following the event	Gatherings have not been held during the pandemic.
Soul Care Conferences (Rob Reimer)	2019 – unknown 2020 – 387 2021 - 0	Ongoing conversations, anecdotal feedback only	Life-changing for pastors & ministry leaders; increasing # of C&MA church attendees going to Soul Care prior to the pandemic. Conferences on hold until able to meet in person.

Strategy	Attendees	Evaluation Method	Summary of Evaluation
Academy of Soul Formation (Morris Dirks)	2019 – 3 2020 – 0 2021 – 0	Informal conversations; written updates from attendees throughout the two-year process	This was not offered in Canada during the pandemic.
District Staff Retreat (Whistler)	2018 – 216 2019 – 239 2020 – cancelled	Written evaluations at conclusion of retreat	Approx. 85% of attendees report high value of retreat to renew, restore, and encourage
L.I.F.E. Initiative	2019 – ~70 2020 – 0 2021 – 0	L.I.F.E. Team and pastor/elder evaluation	Impactful and practical help for the entire church family; churches are set on a new trajectory

Nurture: Leader Development

The primary strategies used by the CPD in this area are as follows:

1. A robust licensing process

This well-established process was amended nationally in 2019 in order both to strengthen it and to have each district aligned in the uniform interpretation and implementation of the policy. Each licensing candidate now has specific interview questions asked across the country the ability to effectively score a licensing interview is improved with a Leichert scale assessment. This alignment has increased the robustness of the licensing process. Additionally, core documents for each worker have been agreed upon nationally, and the C&MA *Licensing Policy* was amended to reflect this change.

As of March 2020, the entire licensing process moved to virtual platforms. While there is gratitude for the ability to continue with licensing virtually, it has made the process more challenging and less relational. As soon as COVID-19 restrictions are lessened, a move will be made to a hybrid model of virtual and in-person interviews.

Dwayne Toews is onboarding Genghis Chan to the licensing process as Genghis will play an active role in licensing Chinese and Vietnamese workers.

2. A similarly robust and well-conceived ordination policy and process

The DS considers the strong support and approval of boards of elders and lead pastors in the district for the policy as monitoring information that demonstrates compliance. That information comes in the form of both anecdotal expressions of appreciation and also in the formal, written endorsement of ordinands from elder boards (on file and available for DEXCOM inspection).

Similar to the alignment process for licensing, the National Licensing and Ordination Committee (NLOC) has begun work on the alignment around three key result areas – biblical theology, pastoral competencies, and selected reading list. Dwayne is chairing the NLOC and under the direction of President David Hearn, is working on revamping the entire ordination program. This work is in its infancy at this point.

As of March 2020, the entire ordination process moved to virtual platforms. The CPD has contracted with Stuart McKnight to provide theological teaching for ordination cohorts, which has also been done virtually. As soon as COVID-19 restrictions are lessened, a move will be made to a hybrid model of virtual and in-person interviews.

3. Implementation of the Grip-Birkman assessment and accompanying coaching

The Lead Team has been utilizing the Grip-Birkman (GB) assessment with new workers since 2015. I can provide only anecdotal feedback to DEXCOM at this time, but that feedback is overwhelmingly positive. Our workers resonate with the value of this tool for both self-knowledge/self-awareness and also for ministry fit. We routinely witness participants feeling affirmed in their level of self-understanding as well as harvesting new insights around their needs in their working environment, their stress responses, their core contributions to teams, etc.

The CPD has adopted a team debrief approach as GB is an effective tool in encouraging healthy team dynamics for a church staff, and more teams are taking advantage of this opportunity. A high percentage of Official Workers have completed a GB now, which makes this process is easier. The GB is also being implemented by churches in the hiring process and a church staff team coaching approach is proving fruitful. The GB has become part of the leadership culture of the CPD with no known voices doubting its helpfulness.

Genghis Chan and Lisa Rohrick are being trained as coaches in May 2021 to also coach workers and thanks go to Stacy Dryfhout for her efforts to coordinate and organize many coaching sessions so that the Lead Team is current in this work.

Team GB Coaching

2019 – 40

2020 – 3

2021 – 1

Total to Date: 50**Individual GB Coaching**

2019 – 36

2020 – 25

2021 – 5

Total to Date: 92**4. Equip: the district in-service training event**

In 2020, Equip was set to be held in all six regions, and plans were well underway to bring Tim Beadle, Church Effectiveness Coach from the Western Canadian District, to speak on disciple-making. Due to the COVID-19 pandemic, Equip was cancelled. In 2021, gathering restrictions continue to be in place which has necessitated the move of District Conference to a virtual meeting and meant that Equip could not be held in conjunction.

It is our intention to conduct Equip in 2022.

5. Large Church Pastors Cohort: spiritual direction and coaching by Morris Dirks

This leader development strategy was launched by David Hearn in 2008. Its primary focus is to create a safe and restorative space for pastors to experience spiritual formation and authentic, vulnerable relational connection. After 13 years and at our most recent meeting, we reviewed the cohort's impact on participants. Phrases like 'life-changing for me', 'absolutely transformative', and 'the safest circle of relationships I have in my life' were verbalized. The 2020 meeting was similarly impactful, although marked by transition with two members retiring and our coaching relationship with Morris coming to a timely end as Morris moves into semi-retirement.

Due to pandemic travel restrictions, the cohort met via Zoom on September 30, 2020 regarding "Futuring Together" and on April 6, 2021 via Zoom.

6. Promotion of Envision and Other Leader Development Opportunities

In September 2019, Envision's only domestic site launched at North Shore Alliance Church (NSAC). This site provides a cross-cultural training ground for identified emerging C&MA leaders. It will also provide internship opportunities and curriculum in consultation with Envision Canada. Funding for the site is a partnership between Envision and NSAC. Part of the CPD's role is to help market and promote this site along with the overall mission and vision of Envision.

Many Envision activities have been suspended due to the pandemic, but NSAC has continued to be an Envision site and currently has four interns. Two interns are intercultural studies students from Ambrose University, and two are young adults from their congregation. They are all being mentored by members of the staff team and doing practicums in various ministries.

One of Envision's major events, Envision Summit, was scheduled to be held in summer 2020 in New York and became a victim of the COVID-19 pandemic. A Summit was not held in 2021. The Envision Greenhouse is a new NMC initiative to provide diverse young leaders in the C&MA with meaningful mentoring relationships and creative environments to foster growth and collaboration that goes beyond the local context.

Recognizing that Ambrose University is increasingly becoming a regional school rather than a national training centre for ministry workers, the CPD has begun conversations with Pacific Life Bible College (PLBC). To date, we have been provided with access to Alliance students to help them prepare with the C&MA. As well, conversation is underway about the potential for PLBC to hold Alliance History and Thought classes and work continues to formalize the relationship between the CPD and PLBC. The success of this partnership could potentially open doors for further relationships with other post-secondary theological schools in the Lower Mainland.

CPD Envision Summit Attendees

2019 (Montreal, QC) – 12

2020 (New York, NY) – cancelled due to COVID-19

2021 – cancelled due to COVID-19

7. Elder Training Modules: development and distribution

Since the launch of the elder training modules in 2015, there has been a hugely positive response from pastors and past, current, and potential elders on the value of this training to their work. The Board Leadership module in particular has been extremely well-received and multiple churches have requested the training more than once to ensure that elders learn to function well as a board.

Feedback both verbal and written as well as debriefing with pastors and boards in person shows that there is increased understanding of roles, strengthened teams, and enhanced teamwork. Regional training events, board retreats, and on-site church training times have reached many pastors and past, present, and potential elders.

Brian Derksen, Dwayne Toews, and Errol Rempel continue to lead elder training with elder boards and Genghis Chan is partnering with other Lead Team members to learn how to provide this training. A number of requests for training sessions have come during the pandemic as churches navigate decision-making and governance structure while continually pivoting. As a result, we have modified the training as needed in order to address local challenges caused by COVID-19.

A Training Toolbox was developed in 2019 that combines an elder training module with several important tools to broaden the scope of training and the initial response with 16 attendees was very positive. The Toolbox has not been used in 2020 or 2021.

Future training modules on conflict engagement and strategic planning continue to be in the development phase as the pandemic has required that energy and focus be on more pressing matters.

Elder Training Events Attendance

2019 – 165

2020 – 129

2021 – 23

Total attendees to date: 1065

Venture: Mobilization and Multiplication

The primary strategies used by the CPD in this area are as follows:

1. Champion church planting and launching of New Ventures

Updates:

- a) Progressing well: Lighthouse Community (Cam and Leigh Stutters, Kelowna).
 - b) Progressing well: Joseph Luamba (Montreal, in partnership with Fraser Lands Church and the St. Lawrence District).
 - c) Funding Phased Out: The Community (Cam and Candace Aitken, Esquimalt) and Company of Disciples (Jonathan Chan, Vancouver). Both Cam and Jonathan remain Official Workers and are in ministry with close ties to CPD. Funding was discontinued because, after 5 years, the original intent of a New Venture ('potential and permission to become a local church') was deemed not to be a realistic goal for these two ministries. We are pursuing other ways of supporting and resourcing these ministries, such as brokering the recent donation to The Community from the generous elders of Fort St. John Alliance.
 - d) On Hold: Prince George House Church (Ryan Gunther).
 - e) Launching: A New Venture founded on the 12Church model (Dann Spader) is being launched by Daren and Kristen Wride in partnership with Fort St. John Alliance and the CPD. This ministry will have a home-based, disciple-making focus.
- ### 2. Network with, and access the resources of, the national New Venture Implementer Network in support of church planters and New Venture leaders

This network is both strong and gaining strength. See the Report of the District Superintendent to DEXCOM.

3. Equip church planters and New Venture leaders through the New Leaf Design Shop and through mentoring relationships with existing church planters

New Leaf Design Shop Attendance

February 1-2, 2019 – 21 total attendees, 5 potential planters from the CPD

2020 – cancelled due to the COVID-19 pandemic

2021 – held virtually with no CPD attendees we are aware of

4. Punjabi Ministries

Errol and Lisa have participated in a multi-denominational work group discussing existing and potential ministries to reach the Punjabi population of BC, particularly in Surrey and Abbotsford.

5. Hungry for Life (HFL) Partnership

A Memorandum of Understanding was signed in December 2020 between the CPD and Hungry for Life to facilitate short-term teams from the CPD engaging with C&MA IWs and national churches (initially in Northern Iraq). Lisa has been trained as an HFL Missions Focusing Consultant to work with CPD churches in preparing, accompanying, and debriefing teams.

There are currently six CPD churches that have expressed interest in this involvement (Chilliwack, Crossroads (Sechelt), Fraser Lands (Vancouver), Fort St. John, Mission, and Peace Portal (Surrey)). Pastors from these churches participated in a Zoom meeting in which an Iraqi Alliance pastor shared his testimony.

6. Virtual Missions Trips

At least one CPD church hosted a “virtual missions trip” in 2020 with at least two others planning virtual trips for 2021. These range from a half-day event to five days with three hours of meetings each day, and include Zoom visits with IWs, cultural learning, testimonies of national believers, virtual tours of ministry sites, etc.

7. Candidate Development

Harvey Matchullis, C&MA GM Director of Candidate Development, is initiating a new system for preparation of candidates for overseas service, based on 10 competencies required for all candidates. Each candidate will have a coach who will walk with them through the process leading to appointment. The district Mission Mobilizer will either be that coach or be responsible for finding someone else to take the role.

Related to this, the new C&MA Go page on the NMC website has been launched to help mobilize believers to take their careers to places where people don't have access to the Gospel.

8. Gateway

As part of our national strategy in entering Gateway, GM has partnered with Power to Change in their Digital Mentoring Ministry. Lisa is part of a cohort of about 18 people who have gone through P2C's mentor training and are corresponding with mentees in Gateway. Rhonda Wilson, a CPD IW whose home assignment has been extended because of the pandemic, has been trained as a mentor coach and has been very active in moving this project forward under the leadership of Paul Brooks. We are now moving into the next phase and are talking with a small number of CPD churches who we are hoping will join this ministry.

9. IW Home Assignment

Lisa has been part of a work group with GM to create guidelines for IWs on home assignment, providing them with more direction, support, and accountability while they are in Canada. IWs on home assignment will be accountable to their district mission mobilizers for the goals they set and work toward while in Canada.

Structure: Organizational Effectiveness

The primary strategies used by the CPD in this area are as follows:

1. Create and utilize an Operations Policies Manual to support Lead Team functioning
 - Available on StaffShare and policies affecting all staff are reviewed annually with the entire office team
 - Two policies in the manual are reviewed by the Lead Team at each meeting
2. Create and utilize an Employee Handbook for orienting and supporting all staff
 - Available on StaffShare and reviewed annually with entire office team
 - Annual review was completed on April 7, 2021

3. Implement annual performance reviews for all staff

- Our reviews include these steps: completion of a review report by the employee; an interview between the employee and their supervisor(s); verbal agreement on any changes to employee responsibilities or requests for improved performance; written confirmation of those changes

Employee	Review Date
Aaron Chan	December 17, 2020
Brian Derksen	December 17, 2020
Stacy Dryfhout	December 8, 2020
Erin Knott	December 8, 2020
Nicki Lundrigan	December 8, 2020
Lisa Rohrick	December 17, 2020
Caroline Tempel	December 2, 2020
Dwayne Toews	December 16, 2020
Kim Tran	December 7, 2020

4. Utilize a full range of technologies and software in order to function effectively and efficiently as a team:

- Full Office 365 suite
- ACS On Demand database & connected Church Life smartphone app
- Virtual Private Network (VPN) that allows network connection outside the office
- Shared drive for all staff
- Staff access to myCPD for resources
- Use of Microsoft Teams and Zoom for virtual meetings

The CPD was already positioned for the office team to work from home and these systems allowed our team to adapt quickly and easily throughout the pandemic.

5. Supporting our churches through the pandemic:

- Formation of the Pandemic Response Team that met regularly from March to May 2020 until the BC Restart Plan was launched.

- Ongoing crisis communication through multiple district-created guidance documents including the BC Restart Plan – Church Guidance and Considerations, Crisis Communication for Churches, COVID-19 Church Gathering Restriction Guidance, and Church Annual General Meetings During COVID-19. The purpose of the primary guidance documents on gathering restrictions is not to interpret provincial health orders, but rather to disseminate information quickly and clearly for churches, Official Workers, and Boards so they are able to adjust to an everchanging situation as soon as possible.
- Creation of website resource pages (both the public website and myCPD) for ongoing communication and support for churches in various areas including government resources, church guidelines and communication resources, weddings, Annual General Meetings, finances, employment, church facilities, risk management, media and online church resources, and ministry resources.
- Monitoring of every public health press conference by Erin and Dwayne for potential impact on churches.
- Advice, guidance, and support for questions related to adherence and interpretation of gathering restrictions, holding an Annual General Meeting during the pandemic, media supports for hosting church online, and navigating ministry shifts and church responses.
- Articulation of the CPD stance on civil disobedience in the position statement, Pandemic Restrictions and Civil Disobedience: The CPD Position on December 16, 2020. An update to the position statement was issued on March 5, 2021.
- Advocacy with the Provincial Health Officer via a letter sent on March 5, 2021 for equity in the treatment of churches, the reopening of churches with appropriate safety plans in place, and that religious support groups to be allowed to meet under the same conditions as mental health support groups.
- Participation by Erin in the BC government town halls for faith organizations and by Erin and Dwayne in a government of Canada information session for faith leaders.
- Multiple pastoral care supports including ongoing resourcing through the website ('Wilderness: The In-Between'), care and compassion connections with pastors, and facilitated Zoom meetings between CPD workers.

- Hosting the 'Let Praise Arise' online event to celebrate what God is doing in the CPD during the pandemic.
- Provision of financial supports for churches with loans through the Loan Development Fund to suspend payments or allow for payments of interest only for churches struggling with decreased income.

The above supports are in addition to the ongoing work of the district pre-pandemic and have required significant pivots and added hours of work to navigate gathering restrictions and public health orders, pastoral support and connections, and participation in various meetings or webinars. Every issuance or change of a public health order that affects churches precipitates communication and a coordinated response. What makes this more challenging is that the orders do not come at set times. Structure in this area is constantly, and often quickly, adjusting to accommodate changes.

Policy

2. Through engagement with Official Workers and Boards of Elders, we will encourage local churches to operate in their unique identity & mission in Christ, reflecting their context, geography, demographics, spiritual gifts, history, mission, values, vision, etc.

DS Interpretation

This policy requires the DS to accurately discern and respond to the *uniqueness* of each local church in all the ways listed. This calls for empathetic observation and understanding of each church. DEXCOM requires that the DS and his team respect the uniqueness of each local church.

DEXCOM requires that the DS and his team contextualize their interactions, interventions and coaching with churches in light of their uniqueness. The district team must live in the dynamic tension of centralization (what is required of all churches?) and decentralization (how may district/national policies, strategies, programs, etc. be adapted to the uniqueness of a local church?).

DEXCOM requires that the DS and his team be more than bureaucrats in interacting with churches; DEXCOM requires the district team to function with a measure of sensitivity and artistry.

When should a particular requirement be adapted, relaxed, toughened, or set aside (perhaps temporarily) in light of local circumstances? When would a district requirement of some kind be experienced as deeply discouraging, even crushing by the local church? Can the district discern between a mandatory (deal-breaking) requirement and a less central one where there's room for adaptation? How can the district deliver assistance that is customized to each specific local church, knowing its unique strengths and weaknesses? How can the district encourage and lift a local church given its own self-understanding of its vision and mission where Jesus has placed it?

Compliance

As monitoring information, I offer the following concrete, real-life examples of the district acting with this respect for church uniqueness in recent years:

- On several occasions, the DS has authorized an Organized Church to function temporarily (until the next Annual General Meeting (AGM)) with only three elders instead of the required four. To insist on the letter of the law would require the church to lose its status as an Organized Church and revert to that of a Developing Church, only to require reversing that again if the church is successful in electing a fourth elder to the board at the next AGM.
- The district sought a Chinese translation of the Model Church Bylaws to allow Chinese churches to better understand and customize their church bylaws.
- The district modified the Lead Pastor Search Manual and Lead Pastor search process for Vietnamese and Filipino cultures.
- Resourcing and support were provided for churches to hold either virtual or hybrid AGMs during the pandemic.
- Flexible requirements for newly licensed workers (ex. three classes instead of Foundations for Ministry, allowing a female worker qualified for a portable license to choose a non-portable status and delay ordination to focus on family commitments with young children).
- Flexibility with church loans was given during the pandemic to allow churches to pay interest only and in a few cases, suspend payments due to financial hardship.

- Due to distance and cost, it is difficult for our northern churches to routinely participate in New Worker Orientation events, which are mandatory. We relax this requirement for those churches and explore alternate ways of on boarding their new workers. In 2020, Dwayne created a video to orient new workers that is on myCPD and discussions are underway to move the orientation in 2021 to virtual platform.

Policy

3. We will promote and celebrate our shared identity and mission as a Christ-Centred, Spirit-Empowered, Mission-Focused movement of churches in The Christian and Missionary Alliance in Canada by building bridges between our national family of churches and each local church.
 - a. Drawing on our shared history
 - b. Acting as a link & translator of our nationally shared:
 - i. ethos
 - ii. 5S Strategic Plan
 - iii. Values, Vision, and Mission

DS Interpretation

DEXCOM requires the DS to serve as a broker of connection and alignment between CPD churches and the National Ministry Centre (NMC) and the national vision and priorities of the C&MA in Canada. Toronto and the NMC are a long way away from Courtenay-Comox, Fort St. John, or Cranbrook. In Canada, and in British Columbia, regionalism must be taken seriously.

DEXCOM requires that the DS and his team embody and advocate for:

- the ethos and values of our family of churches as encoded in our 'compass documents' (the C&MA Manual)
- the initiatives mandated by General Assembly and the C&MA Board of Directors
- the 5S Vision of our President and the Global Leadership Team

Compliance

I provide the following monitoring information:

- Over nearly eight years, I report a near-perfect attendance record at all monthly District Superintendent's Network (DSN) meetings, and biannual Global Leadership Team (GLT) and Implementation Team (I-Team) meetings where the C&MA ethos, vision, and 5S Strategic Plan are developed, refined, discussed, and where progress is reported and celebrated, and setbacks are reported for corrective action.
- A review of our digital content demonstrates that the district has extensively promoted and educated our Official Workers around the President's vision and 5S Plan using our News Updates and website. News Updates in 2019 have included 11 NMC promotions in 13 News Updates sent out, and in 2020 and 2021 to date, 24 promotions in 22 News Updates sent out. The district website has multiple video resources, links to NMC ministries, and is regularly updated to promote NMC initiatives.
- A review of our digital content demonstrates that the district has utilized the website to disseminate and promote national initiatives such as the Local Church Annual Report, the Transformation Tracker, the Official Worker's Survey, General Assembly attendance, Envision, the Jaffray Project, Raise a Hallelujah, Scatter Global, Defend Dignity projects, the Justice and Compassion Catalogue, the Connection magazine, etc.
- We have invited the President to be present at and participate in District Conference (DC) 2021.
- Refer to my updates of progress on Culture, Nurture, Venture, and Structure in my report to DEXCOM. This nomenclature and these initiatives flow directly from our commitment to the President's vision and the 5S Strategic Plan.
- A review of our LT and support staff (Erin's and Stacy's) calendars reveals extensive participation, teamwork, and partnership with the national and district dimensions of our family of churches, as follows (partial list):
 - Hosting and participating on the national DS Administrative Professionals Team (Erin and Stacy)
 - Erin's participation on the national Communications Thinktank
 - Dwayne's leadership of the National Licensing and Ordination Committee
 - Dwayne's and my engagement with Envision nationally and with North Shore Alliance Church and Joze Reverente in our district

- Kar Park and Genghis' involvement with the CCACA (Canadian Chinese Alliance Churches Association)
- Lisa's participation on the National Mobilizer Team
- Lisa's engagement with the work group for restructuring IW home assignment support and accountability
- Lisa's participation in the Digital Mentoring Ministry Cohort in Gateway
- Andy's engagement with the National New Venture Implementer Network
- The DS's participation with the President on the Board of Governors of Ambrose University
- I support the CPD Chaplains Committee and National Chaplains Committee through participation on the district committee
- Leadership and participation in the Home Ministry Seminar (to move to the Home Ministry Retreat) for IWs on Home Assignment (Lisa)

Policy

4.1 Treatment of Ministry Recipients

With respect to interactions with Ministry Recipients or those applying to be Ministry Recipients, the District Superintendent shall not:

- 4.1.1. Elicit information for which there is no clear necessity.
- 4.1.2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
- 4.1.3. Fail to abide by Canadian Anti-Spam Legislation

DS Interpretation

DEXCOM requires that the District Office function in compliance with all relevant privacy and use of personal information legislation.

Compliance

The DS has designated the OM as the Privacy Officer for the CPD. The DS will consider compliance to have been achieved through the OM's annual certification of compliance to privacy legislation on the *OM Compliance Statement* document.

Each church in the CPD has a current privacy policy in place, with the exception of Vancouver Mandarin Church, whose requirement was waived by the DS due to unique circumstances.

No privacy complaints have been received. One privacy inquiry was made regarding information pertaining to an Official Worker in a civil lawsuit not involving the CPD. CPD lawyers were consulted on the inquiry and all privacy policies were followed.

Dwayne Toews

Name



Signature

April 7, 2021

Date

Policy

4.2. Treatment of Staff

With respect to the treatment of paid and volunteer staff, the District Superintendent shall not cause or allow conditions that are unfair or undignified.

The District Superintendent will not:

- 4.2.1. Operate without written personnel rules that:
 - a) clarify rules for staff,
 - b) provide for effective handling of grievances, and
 - c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
- 4.2.2. Fail to acquaint staff with the District Superintendent's interpretation of their protections under this policy.

DS Interpretation/Compliance

The policy attaches value to the dignity and fair treatment of district staff as well as their morale and ministry effectiveness. All of these would be negatively affected by the absence of clear guidelines for office conduct, grievance procedures, protections from favouritism, etc.

Compliance

The DS has directed the OM to accept responsibility for the implementation and annual communication to all staff of the contents of the *CPD Employee Handbook* and the *District Office Anti-Harassment Policy and Procedures* which contain the relevant guidelines, protections, and procedures. The OM will proactively brief the staff on the DS's interpretation of staff members' protections as contained in the Handbook. Staff will be given opportunity to raise questions about any aspect of the Handbook's content and the interpretation of any individual provision or protection.

The DS will consider compliance to have been achieved through the OM's annual certification of staff treatment on the *OM Compliance Statement* document.

An annual review of the *CPD Employee Handbook* and the *District Office Anti-Harassment Policy and Procedures* was completed on April 7, 2021.

Dwayne Toews

Name



Signature

April 7, 2021

Date

Policy

The District Superintendent will not:

- 4.2.3 Fail to develop and implement emergency procedures and ensure all appropriate personnel are trained in these procedures.

DS Interpretation

The policy requires both the *implementation* of comprehensive emergency procedures along with periodic *training* and *reminders* of the procedures for all staff.

Compliance

The CPD uses the *Procedures for Workplace Safety* document as its guide. All staff will be briefed from this guide and trained in the relevant procedures. The CPD arranges for annual inspections of fire extinguishers and for the City of Surrey Fire Department to inspect our fire mitigation systems annually. The annual fire inspection was completed on January 25, 2021 with no issues.

All current staff will be trained in the Canadian Red Cross' CPR/AED (Combined) procedures. Refresher training will be scheduled every three years. The DS will consider compliance to have been achieved upon the annual certification of the OM utilizing the *OM Compliance Statement* document.

The OM hereby certifies that this policy is not in compliance. District staff were trained in CPR/AED on June 12, 2019, with the exception of Genghis Chan, Lisa Rohrick, and Caroline Tempel who were not on staff at that time, and Kim Tran, who was on maternity leave. A scheduled training day for November 25, 2020 was cancelled due to the pandemic. A training day will be scheduled for all staff once restrictions lift.

Dwayne Toews

Name

Signature

April 7, 2021

Date

Policy

The District Superintendent will not:

4.2.4. Offer employment without:

- 4.2.4.1. due diligence on a candidate's history
- 4.2.4.2. written offer of employment, including a position description and terms of engagement and disengagement
- 4.2.4.3. prior approval by DEXCOM of any applicant for a permanent position who is not at arm's length from any permanent employee

DS Interpretation



The policy requires that District Office effectiveness and interests are guarded by a best practices approach to hiring staff.

Compliance

The DS or designate will carefully review the applicant's resume and interview the references provided. A favorable criminal record check (including a vulnerable sector check) will be required as a condition of employment and be placed in the candidate's employment file when hired. A written offer of employment and *Ministry Description* will be provided to the employee and a copy of each placed in their employment file.

The DS will not hire a permanent employee who is not at arm’s length from any current permanent District Office employee without prior approval of DEXCOM before any offer of employment is presented. If hiring an employee who is not at arm’s length, the DS will review the steps of the hiring process (up to the point of presenting an applicant with an offer of employment) with the AGO to ensure compliance with Executive Limitations and best practices. The AGO will confirm that references were interviewed and will review the *Offer of Employment* and *Position Description* documents before certifying compliance.

The DS will consider compliance to have been achieved through annual certification by the DS on the *DS Compliance Statement* and written certification of compliance from the AGO of DEXCOM on the *AGO Compliance Statement* prior to presenting the prospective employee with an *Offer of Employment*.

<u>Errol Rempel</u> Name	 Signature	<u>April 8, 2021</u> Date
<u>Steve Schneider</u> Name	 Signature	<u>April 10, 2021</u> Date

Policy

The District Superintendent will not:

- 4.2.5 Violate the Employment Standards Act of BC, employment policies of The Christian and Missionary Alliance, or the Canadian Pacific District Employee Handbook

DS Interpretation



The policy requires that the District Office abide by all relevant legislation and best practices for the hiring, supervising, and terminating employment, if necessary, of all staff.

Compliance

The DS will review these documents on an annual basis. The DS has directed the OM to carefully monitor all district human resources practices for conformity to these standards.

Any oversight or lack of compliance will be rectified within 15 business days of awareness and will be reported to DEXCOM immediately. No grievances have been filed.

The DS will consider compliance to have been achieved through annual certification by the DS on the *DS Compliance Statement* and by the OM on the *OM Compliance Statement*.

Errol Rempel		April 8, 2021
Name	Signature	Date
Dwayne Toews		April 7, 2021
Name	Signature	Date

Policy

The District Superintendent will not:

- 4.2.6 Fail to create and maintain appropriate personnel files that comply with the Personal Information Protection Act.

DS Interpretation/Compliance

The policy requires that all district personnel files are complete, properly stored and secured, and comply with all relevant legislation.

Compliance

The DS has directed the OM to fulfill all aspects of this policy. Any reported lack of compliance will be corrected within five (5) business days of awareness and will be reported to DEXCOM. The DS will consider compliance to have been achieved by annual certification on the *OM Compliance Statement*.

All district staff personnel files are complete and include a current criminal record check.

Dwayne Toews		April 7, 2021
Name	Signature	Date

Policy

The District Superintendent will not:

- 4.2.7 Fail to act in accordance with the C&MA Manual *Policy on Discipline, Restoration and Appeal for Official Workers* for employees that are Official Workers.

DS Interpretation

The policy requires that the district implement the national *Policy on Discipline, Restoration, and Appeal for Official Workers* for licensed employees in a scenario where the DS believes that discipline is necessary.

Compliance

If, in the opinion of the DS, such discipline shall be necessary, before proceeding to implement the policy the DS will inform the AGO of his intentions and they shall review the policy together. Following completion of the disciplinary process, the AGO will interview the DS and the respondent and report compliance or any lack thereof to DEXCOM on the *AGO Compliance Statement* document.

No such discipline was required during the reporting period.

Steve Schneider



April 10, 2021

Name

Signature

Date

Policy

The District Superintendent will not:

- 4.4.10 Knowingly allow anyone with a conflict of interest to participate in any decision in which a personal, financial benefit might accrue to them.

DS Interpretation

Conflicts of interests are not allowed for reasons of law, ethics, fairness, and team health and morale. All DEXCOM, Finance Committee, and District employees complete and sign an annual document disavowing any conflict of interest and promising to declare and excuse themselves from any decision in which they may have such a conflict or may appear to have such a conflict.

Opportunity for declaring a conflict of interest will be afforded all DEXCOM, Finance Committee, and Lead Team members at the outset of all official meetings.

Compliance

The CPD *Conflict of Interest* Policy is implemented as follows:

1. Each DEXCOM meeting will begin with a declaration of any conflict of interest.
2. Each Lead Team meeting will begin with a declaration of any conflict of interest.
3. Each Finance Committee meeting will begin with a declaration of any conflict of interest.
4. DEXCOM, Finance Committee, and District employees will sign a Declaration of Conflict of Interest document each year.

The DS will consider compliance to have been achieved when the implementation of the policy is verified annually by the AGO for DEXCOM in the *AGO Compliance Statement* and by the DT for the Finance Committee in the *DT Compliance Statement* and by the OM for the Lead Team and District employees in the *OM Compliance Statement*.

A process was established for virtual meetings beginning with the July 9, 2020 meeting, and all meetings since have begun with a declaration of conflict of interest.

Errol Rempel		April 8, 2021
Name	Signature	Date

Policy

4.5 Emergency District Superintendent Succession

In order to protect the DEXCOM from sudden loss of District Superintendent services, the District Superintendent shall not permit there to be less than one other executive sufficiently familiar with DEXCOM and District Superintendent issues and processes to enable them to take over with reasonable proficiency as an interim successor.

DS Interpretation

DEXCOM requires that an internal, temporary succession plan be in place in the event that the DS is unable to fulfill the role for whatever reason. The plan is temporary because the President has the constituted authority to appoint a DS to fill the position until the next District Conference can elect a new DS. The policy requires two elements:

1. Named successors
2. The successors are sufficiently familiar with the district and the DS role that they could take over the role and function with reasonable proficiency

Compliance

The DS will consider compliance to have been achieved through:

1. The drafting and communication to DEXCOM of a letter stipulating DS successors by name.
2. An orientation of said successors to the job description, processes, systems, partners, support, and specialist services, and major issues of a financial, church health, denominational nature. The DS will report the orientation in the *DS Compliance Statement* and to the DEXCOM at the spring meeting.

The letter of emergency succession was updated on December 1, 2020 to remove Kar Park Chan after his retirement. The letter is included in the permanent DEXCOM record, electronically on StaffShare, and on myCPD in the DEXCOM documents list. The annual orientation for successors to the DS role was conducted on September 29, 2020.

Errol Rempel		April 8, 2021
Name	Signature	Date

Policy

The District Superintendent will not:

- 4.6.7 Endanger the organization's public image, credibility, or its ability to accomplish Ends.

DS Interpretation

Primary dangers to public image and credibility, and thus, to ministry effectiveness, are moral and financial misconduct of employees, incompetence of employees, poor representation of the district by employees to our various constituencies, and poor crisis management and crisis communication. Every precaution to mitigate these scenarios must be taken.

Compliance

Mitigation strategies, in addition to those already included elsewhere in this document, include:

1. the presence of a signed *A Call to Excellence* document in the personnel file of each Lead Team member,
2. utilizing annual performance reviews for all employees (DS is biennial) that include evaluation of employees’ representation to our constituencies, and
3. the preparation of a *Crisis Management and Communication Plan*.

The DS will consider compliance to the above to have been achieved:

1. Upon such certification by the OM in the annual *OM Compliance Statement*.
2. Upon such certification by the OM in the annual *OM Compliance Statement* and by the DS in the annual *DS Compliance Statement*.
3. Upon such certification to DEXCOM by the DS upon completion of the *Crisis Management and Communication Plan*.

The DS hereby certifies compliance to the policy. It is to be noted that while a Crisis Communication Plan is now in place for the District Office, complete implementation of the plan which requires education for district pastors, has not been completed due to the COVID-19 pandemic.

Errol Rempel

Name



Signature

April 8, 2021

Date

Policy

4.8 Communication and Support to the DEXCOM

The District Superintendent shall not cause or allow the DEXCOM to be uninformed or unsupported in its work.

The District Superintendent will not:

- 4.8.1 Neglect to submit monitoring data required by the DEXCOM as laid out in this policy manual in a timely, accurate, and understandable fashion, as well as relevant data.

DS Interpretation

DEXCOM requires credible, relevant, accurate, and timely information from the DS to enable it to do its work of directing and protecting the work of the district.

Compliance

The DS shall consider compliance to have been achieved through the inclusion of the agreed-upon monitoring information in the DS's reports to DEXCOM and the adoption of the DS's report by DEXCOM. DEXCOM always retains the authority to require more, different, or better monitoring information from the DS.

Policy

The District Superintendent will not:

- 4.8.2 Allow the DEXCOM to be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy of the DEXCOM regardless of the DEXCOM's monitoring schedule.

DS Interpretation

DEXCOM requires notification of any actual or anticipated non-compliance to district Ends or Executive Limitations. This is necessary for DEXCOM to fulfill its fiduciary responsibility to attempt to mitigate any possible negative consequences resulting from non-compliance.

Compliance

Low risk/consequence (low in the opinion of the DS) non-compliance or anticipated non-compliance will be reported to DEXCOM in the required monitoring information. Mid to high-risk/consequence non-compliance or anticipated non-compliance will be reported to DEXCOM immediately by email and, in a case of very high-risk/consequence, by conference call or video call whereby mitigating action can be discussed and implemented by DEXCOM.

The DS will consider compliance to have been achieved through the presentation of monitoring information as required and through certifying compliance on the *DS Compliance Statement*.

Errol Rempel

Name



Signature

April 8, 2021

Date

Policy

The District Superintendent will not:

- 4.8.3 Allow the DEXCOM to be without decision information required periodically by the DEXCOM or let the DEXCOM be unaware of relevant trends.

DS Interpretation

See under 4.8.

Compliance

The DS endeavors habitually to communicate proactively and with a 'no surprises' mandate in his relationship to DEXCOM. The DS will consider compliance to have been achieved when DEXCOM adopts the written reports and monitoring information provided by the DS.

Policy

The District Superintendent will not:

- 4.8.4 Let the DEXCOM be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and material internal and external changes.
-

DS Interpretation

See under 4.8.1.

Compliance

See under 4.8.3. Additionally, there are presently three strategies in place to achieve compliance:

- 1) the written reports and monitoring information the DS provides to DEXCOM at regularly scheduled meetings
- 2) the *In-Camera* session the DS conducts with the DEXCOM at regularly scheduled meetings where such information can be communicated verbally and opportunity for action and DEXCOM decision-making is provided
- 3) the option of the DS convening a conference call or virtual meeting to bring such information for discussion and potential action

The district *Crisis Management and Communication Plan* will also include the DS’s protocols and timeframe for notifying DEXCOM and the appropriate manner in to do so in highly urgent or emergency situations.

The DS will consider compliance to have been achieved through DEXCOM’s adoption of DS reports and monitoring information and through certifying compliance on the *DS Compliance Statement*.

The DS hereby certifies compliance to the policy. See the note at 4.6.7.

Errol Rempel		April 8, 2021
Name	Signature	Date

Policy

The District Superintendent will not:

- 4.8.5 Allow the DEXCOM to be unaware of changes to legislation which may materially affect the District.

DS Interpretation

See under 4.8.1.

Broadly speaking, the district is affected by legislation in the areas of finance and taxation, employment standards, access to information and protection of private information, and its corporate identify as a society.

District staff seek to remain current with changing legislation by:

- Attending relevant seminars and learning events (e.g., charity tax law, employment standards, and employment law, etc.)
- Consulting online resources (e.g., Employment Standards Branch of BC, WorkSafe BC, Societies Act of BC, etc.)
- Holding membership in relevant organizations (e.g., Canadian Council of Christian Charities, Evangelical Fellowship of Canada, etc.)
- Consulting with our district lawyers, as required
- Consulting those on the Finance Committee, DEXCOM, and outside the district structure who may have specialized expertise in relevant areas

Compliance

Insights gained are incorporated into district policy, documents, and procedures, and are reported to DEXCOM in the financial and DS reports.

The DS will consider compliance to have been achieved by annually certifying the completion of the *Legislative Changes Affecting District Operations* checklist that reports steps taken to fulfill the above strategy.

Errol Rempel		April 8, 2021
Name	Signature	Date

Policy

4.11 District Risk Management Policies

The District Superintendent shall not fail to develop minimum safety and risk management policies and require that all churches in the District create their own policy that adheres to the minimum standard. Such policies must include, but need not be limited to, policies relating to:

1. Children and youth ministry
2. Vulnerable persons
- 4.11.1 The District Superintendent will not fail to inform DEXCOM of the current policy.

DS Interpretation

DEXCOM requires that each church adhere to a minimum standard of safety and risk management, and the CPD *Safety & Risk Management Policy* requires that each church adopt their own policy that at a minimum adheres to seven key areas addressing safety and risk areas for children, youth, and vulnerable persons. Churches are provided with resources, recommendations for organizations (such as Plan to Protect) that can support their policies and procedures, and the district has hired a part-time Safety & Risk Management Consultant to help churches develop and implement their policies.

The current district *Safety & Risk Management Policy* is part of the Operations Policies Manual, is available on myCPD, and has been sent to all churches several times since adoption in April 2018.

Compliance

The DS will consider compliance to have been achieved when each CPD church has a current safety and risk management policy on file at the District Office and through the OM's annual certification of compliance on the *OM Compliance Statement* document. The district *Safety & Risk Management Policy* was included as information for DEXCOM in the October 2018 meeting.

The DS hereby certifies that this is not in compliance due to:

- 1) the change in the CPD Safety and Risk Management Policy in 2018 that requires each CPD church to adopt their own safety and risk management policy**
- 2) multiple transitions in the role of District Safety & Risk Management Consultant**
- 3) churches who have had extenuating circumstances affecting their ability to complete the work, who have needed extensive support, or who have chosen not to respond or comply**

Churches are in the process of adopting their own policies and given the complexity of working with 82 churches through policy creation or review, additional time for this project has been required. Currently, 74 churches (90%) have completed the process and are in compliance. Additionally, 4 churches (5%) are in the process of revision.

The remaining 4 churches (5%) who have not yet started this process have been contacted by CPD staff or Charlene Kane in September to offer help and encourage them to begin. Genghis Chan, Kar Park Chan, Erin Knott, and Dwayne Toews have also been involved to work with churches that are struggling.

The churches who have not completed this process are:

In Process

- Aldergrove Alliance Church**
- Dawson Creek Alliance Church**
- Fraser Lands Church**
- Vancouver Fountain Alliance Church**

Not Started

- Chilliwack Chinese Alliance Church**
- Rocky Mountain Alliance Church**
- Terrace Alliance Church**
- Vancouver Mandarin Church**

It is anticipated that this will be in compliance by the October 2021 DEXCOM meeting, however we recognize that the COVID-19 pandemic may impact this.

Dwayne Toews

Name

Signature

April 7, 2021

Date