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CANADIAN PACIFIC DISTRICT | DISTRICT CONFERENCE 2021

MAY 19, 2021



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AGENDA

1. Zoom Meeting Room Opens at 12:30pm
2. Welcome and Opening Prayer at 1:00pm
3. Call to Order
4. Adoption of the Agenda
5. Items Removed from the Consent Agenda
6. Adoption of the Consent Agenda
7. Consideration of Items Removed from the Consent Agenda (if required)
8. Report of the District Superintendent and the District Executive Committee
9. Report of the District Conference Audit Review Committee
10. Report of the Auditor and the 2020 CPD Audited Financial Statements
11. Approved 2022/2023 District Budgets
12. Amendments to the Bylaws of the Canadian Pacific District
13. Break
14. Report of the District Nominating Committee
15. Speech from the Candidate for District Superintendent
16. Elections
17. Farewell to Errol Rempel from the District Executive Committee
18. Farewell from Errol Rempel
19. Commissioning of New District Superintendent and District Executive Committee
20. Remarks from the New District Superintendent
21. Adjournment



DECISION PROFILE

CONSENT AGENDA

DECISION REQUIRED:

To adopt the Consent Agenda.


BACKGROUND:

1. A Consent Agenda is a means of adopting a group of routine items that require a formal motion of adoption but do not require separate, individual motions to be adopted. These items may be adopted as a group in the interest of time.
2. Any member has the freedom to request that any of the following items (or components thereof) be removed from the Consent Agenda and it will be placed on the regular agenda so it can be discussed. This needs to be done while the motion is before District Conference to approve the main Agenda (i.e., it is really like an amendment to that motion).
3. If an item is not removed from the following Consent Agenda, all the following items are approved with a single motion and no debate.

RECOMMENDATION:

THAT the following Consent Agenda be adopted as indicated, with the exception of any items removed:

- Approval of the Minutes of the District Conference Business Session and the Annual General Meeting May 14-15, 2019
- Approval of the Minutes of the Annual General Meeting April 21, 2020
- Reception of the Report of the President of The Christian and Missionary Alliance in Canada
- Reception of the Report of the President of Ambrose University
- Reception of the Report of the President of ETEQ
- Approval of the Appointment of the Auditor



MINUTES OF THE DISTRICT CONFERENCE BUSINESS SESSION & THE ANNUAL GENERAL MEETING

CANADIAN PACIFIC DISTRICT OF THE CHRISTIAN & MISSIONARY ALLIANCE VERNON ALLIANCE CHURCH

MAY 14-15, 2019

TUESDAY EVENING SERVICE MAY 14, 2019 AT 7:00 PM

The evening service was a powerful event. Jon Buller led worship with skill and sensitivity, Steve Vaughn of Shawnigan Alliance Church, host Stuart McKnight of Vernon Alliance Church, and Frances Kim of Envision Canada all spoke with clarity and purpose, a video with greetings from Iraq was presented, and President Dave Hearn's message on "Mission with Authority" brought many people to the altar for prayer and healing.

WEDNESDAY BUSINESS SESSION MAY 15, 2019

Opening & Call to Order

Errol Rempel called the meeting to order at 9:00am. Errol Rempel assumed the role of Moderator, Steve Schneider served as Co-Moderator, and Dean Cooper and Stacy Dryfhout served as secretaries.

Lisa Rohrick opened in prayer. Errol outlined the purpose and importance of these meetings as both fulfilling legal requirements and encouragement for each other.

1. Adoption of Agenda (pg. 4-6)

Moved and seconded that the Agenda be adopted.

CARRIED

2. **Items Removed from Consent Agenda (pg. 7-8)**

No items were removed.

3. Adoption of the Consent Agenda

- Minutes from the Annual General Meeting and Business Session of District Conference from May 25, 2017
- Minutes from the Annual General Meeting April 24, 2018
- Appointment of Tellers
- Appointment of the Auditor

Moved and seconded that the Consent Agenda be adopted as presented.

CARRIED

4. **Partial Report of the Committee on Credentials** (pg. 24)

The Moderator called on Jeremy Cook, representing the Committee on Credentials, to report on registrations for District Conference and the Annual General Meeting 2019.

97 Accredited Delegates

22 Corresponding Delegates

119 Total Delegates

Moved and seconded that the Partial Report of the Committee on Credentials be adopted.

CARRIED

5. **Report of the Nominating Committee – Second Reading** (pg.25-35)

The first report of the Nominating Committee was circulated prior to registration. The Moderator called on Darcy Reimer, Chair of the Nominating Committee, to present the Committee's second reading.

5.1. **District Executive Committee (Directors)**

Mark Hutchinson, Treasurer

Jeffrey Ku, Secretary

Abe Chan

Joel Croswell

Walter Huebert

Janet Kirby

Andrew McGregor

Linda Rae

Kyla Ward

Note: incumbents are *italicized*.

5.2. **General Assembly 2020 Nominating Committee**

Carmen Kinniburgh

John Poon

Cyril Marlatt (Alternate)

The floor was opened for nominations and no additional names were received.

Moved and seconded that nominations cease.

CARRIED

5.3. **District Conference 2021 Nominating Committee**

Cres Casimong
Dave Driedger
Kenda Reimer

The floor was opened for nominations and no additional names were received.

Moved and seconded that nominations cease.

CARRIED

5.4. **District Conference 2021 Audit Review Committee**

Dwayne Boyd, Chair
Deanna Akai
Teresa Bartel
Kelsey Ferguson

The floor was opened for nominations and no additional names were received.

Moved and seconded that nominations cease.

CARRIED

Moved and seconded that the second reading of the Report of the Nominating Committee be accepted.

CARRIED

6. **Report of the President of the C&MA in Canada (pg. 38-54)**

A video report was shown which added to the written report provided to the delegates. An opportunity to ask questions was given and none were asked. Thanks were expressed to the President for his report.

Tony Schnare was introduced and explained that Fairhaven Ministries was holding a draw for a five-night stay.

7. **Report of the President of Ambrose University & Seminary (pg. 55-59)**

President Gordon Smith offered three additional points to his written report including discussion of the financial stress the university is under at present, but also the plans in place to solve the issues. Gordon also offered thoughts on the value of Christ-based education and shared how students are doing the deep work of the Holy Spirit and that this is evident in Ambrose University graduates.

An opportunity for questions and comments was given. A comment was made that was not in favour of selling property to pay down debt. Gordon responded that selling unnecessary land will relieve financial stress. Further, the land will be developed and will provide some housing that will be a positive situation for Ambrose. There were no other questions or comments.

8. **Report of the President of ETEQ (pg. 60-61)**

President Kristen Corrigan added to her written report by providing three examples of how students are learning and growing in Christ because of the work of ETEQ in their lives. Gratitude was expressed for the support from the CPD for ETEQ during difficult financial times. Graduation this year honoured 27 students and there is a full student body of 100.

Kristen gave information about plans for her upcoming retirement and how her role will be filled at ETEQ. The floor was opened for questions and there were none.

Errol Rempel relinquished the role of Moderator to Steve Schneider.

9. **Report of the District Superintendent and DEXCOM (pg. 62-82)**

Errol Rempel presented his report and noted that he will not be running for a third term in 2021. There are five areas the district will be focusing on for the next two years:

- New Ventures – This area will be a key focus and Errol would like to maximize development of New Ventures. He expressed that prayers are being answered and people are rising up to start New Ventures.
- Intercultural Fluency – Errol expressed that the world and our neighbourhoods are changing and that there is a need to work towards a better understanding of other cultures and how to serve them.
- Resourcing the District – There will be a continued focus on resourcing district churches, workers, and elder boards. Two training modules, one on conflict engagement and one on strategic planning are in the development process.
- Legacy Stewardship Initiative (LSI) – Andy Lambkin is leading the way through leveraging trapped assets in church property in the province. The goal is to have at least one project in two years far enough down the road to encourage further opportunity thinking. Several churches have shared that they are looking into building affordable housing on their properties as a way to serve and engage in our communities.
- Mission Mobilizer – Lisa Rohrick will be joining the CPD staff team in the role of Mission Mobilizer. Lisa brings experience, insight, and wisdom around cross-cultural engagement from many years on the mission field. She will be brokering relationships between churches and International Workers (IWs).

Errol introduced a video with Don and Betty Orr on missions in northern Iraq. that included the invitation to both 'Go' and 'Come' to see what God is doing. In the video, Don and Betty Orr shared that there are opportunities for churches to partner in their ministry, and Errol expressed that he believes there is a place for 4-5 of our churches to commit to long haul, respectful engagement that would include travel to Iraq.

An opportunity for questions was given and there were none.

Moved and seconded that the Report of the District Superintendent and DEXCOM be accepted as presented.

CARRIED

Errol Rempel assumed the role of Moderator again.

10. **Personal Transformation Story – Abe Chan**

Abe Chan, Lead Pastor of Fraser Lands Church shared a story of personal transformation. Feeling tired and worn out, Abe went to Steinbach, MB for a Church Renewal Weekend and God put on his heart that for spiritual renewal to show in the church, it needed to happen first in his heart. As he leaned into this, Abe understood that we are responsible to obey, and God is responsible for the results. Since that time, people are being baptized and healed at Fraser Lands Church, and they are beginning to hear God's voice for themselves.

A break was held at 10:20am.

11. The meeting was called to order at 10:47am.

12. **Coquitlam Alliance Church Copper Canyon Ministry Video**

Mark and Diane Francisco reported by video on the ministry partnership in the Copper Canyon in Mexico among the drug lords of the country.

13. **Reports of the District Conference Audit Review Committee (pg. 83)**

Dwayne Boyd presented the reports on behalf of the committee for 2017 and 2018. The committee affirms that the accounting practices of the district are of the highest standards. Errol Rempel thanked Aaron Chan for his work with the district and expressed gratitude for Aaron's help both to the district and churches.

Moved and seconded that the reports of the District Conference Audit Review Committee be accepted.

CARRIED

14. **Report of the Auditor (pg. 85-86)**

Mark Hutchinson, Treasurer, provided a report on the audit concluded by Loewen Kruse. There were no significant accounting questions or issues raised in the audit process.

Moved and seconded that the Report of the Auditor for the 2018 fiscal year be adopted.

CARRIED

15. **Audited Financial Statements for 2018 (pg. 87-107)**

Mark Hutchinson provided insight on the value of the Loan Development Fund to the district and churches. He also explained the second mortgage on Kawkawa Camp that is in place in the event of any litigation that might arise from the period when the camp was a district property. Church loans are all being paid down.

Moved and seconded that the Auditor's Report and the Audited Financial Statements for the Christian & Missionary Alliance – Canadian Pacific District for 2018 be adopted.

CARRIED

16. **Proposed Budgets for 2020 & 2021 (pg. 108-109)**

Mark Hutchinson provided an overview of the budgets being presented. Income growth predictions are modest in nature and expenses allow for growth and development of ministry in the district, including additional staffing for a Mission Mobilizer position. Funding for LSI expenses has come from the sale of the Salmon Arm property.

An opportunity for questions was given and there were none.

Moved and seconded that the proposed balanced budgets for 2020 and 2021 be approved.

CARRIED

17. **Final Report of the Committee on Credentials**

Jeremy Cook presented the Final Report of the Committee on Credentials.

91 Accredited Delegates
20 Corresponding Delegates
111 Total Delegates

Moved and seconded that the Final Report of the Committee on Credentials be adopted.

CARRIED

18. **Report of the Nominating Committee – Final Reading**

Darcy Reimer presented the final reading of the Report of the Nominating Committee.

Moved and seconded that the Final Report of the Nominating Committee be accepted.

CARRIED

19. **Personal Transformation Story from Andrew McGregor**

Andrew McGregor, Lead Pastor of Fort St. John Alliance Church, gave a personal story of his transformation and his growing desire for more of Jesus. The church itself had come under intense pressure with people and finances due to a previous moral failure by leadership in the church. Andrew's transformation and personal healing from past hurts have greatly impacted his ministry in the church and his desire for what God wants for the church.

Mallory Smith, Board Chair of Fort St. John Alliance Church, joined his pastor and Grant McDowell of Cranbrook Alliance Church led a time of intercessory prayer for the church and its leaders.

20. **CPD Bylaws Amendments to 7.1 (pg. 110-112)**

Erin Knott described the rationale for amending the CPD Bylaws to remove reference to the Committee on Credentials.

Moved and seconded that the amendment to 7.1 of the CPD Bylaws be approved as presented.

CARRIED

21. **CPD Bylaws Amendments to 9.3 (pg. 113-114)**

Erin Knott described the need to amend the CPD Bylaws to reflect a change in the accounting standards in the *Local Church Constitution*.

Moved and seconded that the amendment to 9.3 of the CPD Bylaws be approved as presented.

CARRIED

22. **Elections**

Errol Rempel explained that the motion to wave the ballot must be unanimous.

22.1. **General Assembly 2020 Nominating Committee**

Carmen Kinniburgh
John Poon
Cyril Marlatt (Alternate)

Moved and seconded that Carmen Kinniburgh and John Poon be declared elected to the General Assembly 2020 Nominating Committee, with Cyril Marlatt as an alternate.

CARRIED

22.2. District Conference 2021 Nominating Committee

Cres Casimong
Dave Driedger
Kenda Reimer

Moved and seconded that Cres Casimong, Dave Driedger, and Kenda Reimer be declared elected to the District Conference 2021 Nominating Committee.

CARRIED

22.3. District Conference 2021 Audit Review Committee

Dwayne Boyd, Chair
Deanna Akai
Teresa Bartel
Kelsey Ferguson

Moved and seconded that Dwayne Boyd be elected to the position of Chair of the District Conference 2021 Audit Review Committee.

CARRIED

Moved and seconded that Deanna Akai, Teresa Bartel, and Kelsey Ferguson be declared elected to the District Conference 2021 Audit Review Committee.

CARRIED

Kar Park Chan prayed over the lunch meal and a lunch break was held at 11:48am.

The meeting was called to order at 1:00pm.

23. Election of the District Executive Committee (DEXCOM)

A vote was taken by ballot for the following DEXCOM nominees:

Mark Hutchinson, Treasurer
Jeffrey Ku, Secretary
Abe Chan
Joel Croswell
Walter Huebert
Janet Kirby
Andrew McGregor
Linda Rae
Kyla Ward

Note: incumbents are *italicized*.

24. Conversation on General Assembly 2018 Decisions

Dwayne Toews introduced a small group conversation time regarding the *Statement on Human Sexuality*, the *Practical Application of the Statement on Human Sexuality for Ministry and Leadership*, and the change to the clause in Article 6 of the *Local Church Constitution* on baptism and membership. The purpose of the conversation time is to learn how these documents and changes made at General Assembly 2018 are landing in the local church.

A larger group discussion time was held. Mardi Dolfo-Smith from North Shore Alliance Church shared that they had changed their bylaws to include that every five years membership must re-sign a membership covenant and the result has been positive.

Scott Dickie of Peace Portal Alliance Church raised a question regarding the meaning of “abide by” in the *Practical Application of the Statement on Human Sexuality for Ministry and Leadership*. President Dave Hearn replied that it meant affirm but that the words “abide by” were more invitational language. Some can affirm the statement but are moving through a process to understand the statement and may ultimately still affirm or may change their minds.

Charlene Kane from Tenth Church shared that they realized how important it is that churches understand these documents and are comfortable talking about them.

Dwayne continued by asking for feedback on the change to baptism and membership in *the Local Church Constitution*. Andrew McGregor shared that the Fort St. John Alliance Church Board of Elders has created a process in which there are three criteria they have developed to make case-by-case decisions.

Stuart McKnight from Vernon Alliance Church shared that they had numerous people who had wanted to participate in membership, so they were quite happy about the amendment.

Abe Chan from Fraser Lands Church shared that several years ago this issue came up internally and he didn’t know how to deal with it. After consulting with a trusted advisor, the church began making exceptions regarding baptism and membership. Darcy Reimer of The River Church shared that they have also been making case-by-case decisions for several years.

Jeremy Cook from Oliver Alliance Church asked whether it needs to be a board decision to bring this change to church members. Errol reminded delegates that while this amendment has been approved at General Assembly, the decision to implement it is up to the board of elders of the local church.

Dwayne thanked everyone for their participation and noted that the District Office is available to help with future questions on these documents. Errol added that churches would be wise to discuss these documents with their congregations.

25. **Election Results**

As a result of the vote, all DEXCOM nominees were elected:

Mark Hutchinson, Treasurer

Jeffrey Ku, Secretary

Abe Chan

Joel Croswell

Walter Huebert

Janet Kirby

Andrew McGregor

Linda Rae

Kyla Ward

Note: incumbents are *italicized*.

Moved and seconded that the ballots be destroyed.

CARRIED

26. **District Conference Committee on Nominations Terms of Reference**

Steve Schneider outlined the rationale for the Terms of Reference coming to District Conference. An opportunity was given for questions and none were asked.

Moved and seconded that the proposed Terms of Reference for the District Conference Committee on Nominations be approved.

CARRIED

27. **Amendment to the Policy on Process for Electing DEXCOM Members**

Steve Schneider presented the rationale for the proposed amendment regarding references for DEXCOM nominees and an opportunity for questions and comments was given.

A comment was made that not every nominee may have a lead pastor (ex. International Workers), and an amendment was proposed:

Moved and seconded to add under 1.f) vi):

- d. for an International Worker, have a reference from two Official Workers, one of whom would be the individual's Regional Developer and one of whom must be an Official Worker with the Canadian Pacific District.**

CARRIED

A second amendment was proposed:

Moved and seconded to require two references for each category as follows:

- a. for a layperson, have a reference from an Official Worker with the Canadian Pacific District, and a reference from a member in good standing of a local Canadian Pacific District church, or**
- b. for a lead pastor, have a reference from the DS and one Official Worker with the Canadian Pacific District, or**

A proposed amendment was made to the amendment:

Moved and seconded to remove category a.

WITHDRAWN

On the proposed amendment:

CARRIED

A third amendment was proposed:

Moved and seconded to remove the words in c. "for a non-lead pastor" and replace them with "for an Official Worker who is not a lead pastor".

CARRIED

Moved and seconded that the amendments to the Policy on Process for Electing DEXCOM Members be approved.

CARRIED

28. **Eagle Bay Camp Update**

Ric Cyr provided a report on the camp and how it is impacting people in the area, many of whom are not Christian. Eagle Bay Camp is called the place where lives are changed. Nearly half of the kids who attended camp last year did not know anything about Jesus when they came. The camp has donated \$53,000 of surplus operational funds to other causes. Ric thanked those in attendance for their support.

29. **Fairhaven Ministries Presentation**

Tony Schnare gave a short description of Fairhaven Ministries and its setting as a place of rest, solitude, and restoration. Its primary focus is to serve Christian leaders.

The draw was made for a five-night stay and awarded to Paul Yua of Chilliwack Chinese Alliance Church.

30. **Acknowledgements & Expressions of Gratitude**

Scott Dickie was acknowledged as an outgoing DEXCOM member. Thanks were expressed to Vernon Alliance Church for hosting, and to Steve Schneider, Stacy Dryfhout, and Dean Cooper for service at District Conference. Dave Hearn also acknowledged the District team and in particular, Errol Rempel.

31. **Commissioning and Prayer for DEXCOM**

President Dave Hearn led in prayer for the new DEXCOM and offered a benediction over District Conference.

32. **Adjournment**

The meeting adjourned at 3:02pm.

Respectfully submitted,

Dean Cooper
Stacy Dryfhout

District Conference Secretaries



MINUTES OF THE ANNUAL GENERAL MEETING CHRISTIAN & MISSIONARY ALLIANCE – CANADIAN PACIFIC DISTRICT APRIL 21, 2020

Present:

Abe Chan, Kar Park Chan, Joel Croswell, Mark Hutchinson, Janet Kirby, Erin Knott, Jeffrey Ku, Andrew McGregor, Linda Rae, Errol Rempel, Lisa Rohrick, Steve Schneider, Dwayne Toews, Kyla Ward

1. Call to order at 10:02am.
2. Adoption of Agenda

Moved (M. Hutchinson) and seconded (L. Rae) that the Agenda be adopted as presented.

CARRIED

3. Approval of the Minutes of Annual General Meeting and District Conference Business Session from May 14-15, 2019.

Moved (L. Rae) and seconded (A. McGregor) that the Minutes of the Annual General Meeting of the Society and District Conference Business Session from May 14-15, 2019 be adopted.

CARRIED

4. Financial Matters

- 4.1. Adoption of the Report of the District Conference Audit Review Committee.

Moved (S. Schneider) and seconded (J. Croswell) that the Report of the District Conference Audit Review Committee from April 20, 2020 be received.

CARRIED

- 4.2. Adoption of the 2019 Audited Financial Statements.

Moved (M. Hutchinson) and seconded (A. McGregor) that the 2019 Audited Financial Statements for the Christian and Missionary Alliance – Canadian Pacific District be adopted.

CARRIED

- 4.3 Appointment of the Auditor

It was noted that the draft 2019 audited financial statements contained a number of material and editing errors, all of which were corrected by the auditor prior to approval by the District Executive Committee (DEXCOM). It was not felt that a change in auditors was required at this time.

Moved (E. Rempel) and seconded (M. Hutchinson) that DEXCOM directs Janet Kirby to write a letter to Loewen Kruse on behalf of DEXCOM that outlines the level of audit required and expected and that expresses concern over what was missed in the audited financial statements this year. The District Conference Audit Review Committee will also receive a copy.
CARRIED

Moved (S. Schneider) and seconded (J. Ku) that Loewen Kruse Chartered Accountants be contracted to complete an audit of the Christian and Missionary Alliance – Canadian Pacific District financial reports for 2020.

CARRIED

Concern was expressed on a governance process level that the draft 2019 audited financial statements contained material and editing errors by the time they came to DEXCOM for approval.

It was felt that additional coaching for the District Conference Audit Review Committee and clarity on its role and tasks may be beneficial.

Moved (L. Rae) and seconded (K. Ward) that Mark Hutchinson, Janet Kirby, and Steve Schneider be appointed to a DEXCOM sub-committee to address ways and means of strengthening the review of the audited financial statements and the review process as a whole.

CARRIED

5. Adjournment at 10:39am.

Report of the President District Conference 2021



The Christian and Missionary
Alliance in Canada



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Introduction

Breakthrough

It was a moment I will never forget. A young girl, who was struggling with paralyzing anxiety, came to me to ask for prayer. She was accompanied by her parents. I was filled with deep compassion as I looked into her eyes, which were filled with despair and hopelessness. The Spirit of God gave me one word, “Peace”, I spoke this word over her and watched as God broke into the fear and oppression. Her face physically changed right in front of us and her rigid body began to relax. She broke into a smile and said with newfound freedom, “I feel light all over!” Her mother dissolved into tears and cried, “This is the first time you’ve smiled in years!” It was a breakthrough! A few weeks ago, one of our leaders shared with me a name for God that is not frequently referenced, “Baal Perazim”, which literally means, “Lord (Master) of Breakthrough!”

In 2 Samuel Chapter 5, David is hemmed in by the Philistine army. He feels the pressure of impending doom unless something dramatic takes place. We read,

Now when the Philistines heard that they had anointed David king over Israel, all the Philistines went up to search for David. And David heard of it and went down to the stronghold. The Philistines also went and deployed themselves in the Valley of Rephaim. So David inquired of the LORD, saying, “Shall I go up against the Philistines? Will You deliver them into my hand?” And the LORD said to David, “Go up, for I will doubtless deliver the Philistines into your hand.” So David went to Baal Perazim, and David defeated them there; and he said, “*The LORD has broken through my enemies before me, like a breakthrough of water.*” Therefore, he called the name of that place Baal Perazim [Master of breakthrough]. (2 Samuel 5:17-20 NKJV)

The image of water breaking through a barrier with unstoppable power and force is used in this passage. When God acts, it is decisive, prevailing, and unmistakable. His grace, His power, His voice, His wisdom, His sovereign control over all breaks through and changes everything!

These past several months of COVID-19 have felt overwhelming for many, especially those in leadership. The longer the pandemic persists the more cracks in society are beginning to show and the more gaps are becoming evident in the church. There are rising levels of insecurity, stress, and tension. Many Christian and Missionary Alliance (C&MA) leaders are needing additional time away, and it would not surprise me to see some early retirements as we move further into 2021. The list of needed breakthroughs is growing. Some need a spiritual breakthrough in their marriage. Some need a spiritual breakthrough in their work environment. Some need a spiritual breakthrough in their hearts. We all need a spiritual breakthrough in our mission to the nations.

Report of the President 2021

The greatest revivals in history have always occurred during times of great darkness, fear, and oppression. The stage is set for breakthrough.

I know many of you are tired, discouraged, even feeling utterly defeated. As you gather at district conference, most likely via some electronic method rather than in person, and long for things to change, I encourage you to take time to pause and cry out to the God of breakthroughs! He is on the move. He is not caught off guard and he is accomplishing his will even during the pandemic chaos. He is and always will be the God of breakthroughs and the time is coming when the dam will burst and rivers of healing, hope, and transformation will be released. Go to the stronghold of Christ. Anchor your soul in His presence and open your eyes with expectation. Listen for the waters of breakthrough that are rising and gaining speed. It might be that the first place of breakthrough is in you!

Five "S" Strategic Planning

The Five "S" strategic plan (referring to the Sun, Sand, Silk, Spice, and Sea to Sea regions of the world) continues to guide the C&MA toward vision-attainment. The plan identified the major drivers of the C&MA as Culture, Nurture, and Venture, supported by Structure, which impact the work and mission of our family of churches. By 2024, the impact of the plan is intended to result in the following Legacy Impact Statement:

Legacy Impact Statement 2024

The Christian and Missionary Alliance in Canada will be a healthy and mobilized mosaic, empowering the generations to risk all to invite the most neglected to enjoy and be agents of Jesus Christ and His Kingdom.

Responsibility to realize this vision rests primarily with the president's Lead Team, regional developers (RDs), and district superintendents (DSs). This team ensures that effective plans are developed and implementation is strategically assigned and monitored.

Culture

The past two years have brought us to a place we could never have anticipated – a shift, not just in how we do things, but in culture. The world has shifted, moving into greater political instability, increased tensions, especially around racial issues, and, of course, a nearly all-consuming focus

Report of the President 2021

on the global pandemic that led to worldwide restrictions, lockdowns, unrelenting change, and ongoing uncertainty.

The global pandemic is a shared experience, and not everyone's experience is the same. Many are facing multiple crises, financial challenges, relational turmoil, and lamenting numerous losses and discouragements. Many are grieving the loss of a loved one or coming alongside someone who has experienced such loss. Shift is often painful and difficult. But for God's people – for the Alliance – our culture is founded on the unchanging nature of God. 2019-2020 have been a call for us to shift, not solely with changes related to the pandemic, but to shift our focus to the unrelenting pursuit of Christ and His mission with increasing intensity and passion.

“The aim of The Christian and Missionary Alliance is to reach the most neglected fields, to avoid the beaten tracks of other laborers, to press on to the regions beyond and instead of building upon another man's foundation to preach the Gospel where Christ has not been named.” A.B. Simpson

Our mission has not changed and the culture that Simpson called us to live in, one of risking all to bring access to Jesus where few or none have heard the Gospel, remains the same. The past two years have taught us that we need to shift, in how we conduct ourselves and how we do mission together – a shift to a Kingdom normal.

At the Meeting of Members this past summer, I identified five areas where I saw the need for the Alliance to shift: 1) digital communication become a normative way of ministry; 2) spiritual renewal moving from experiences to ongoing discipleship; 3) accelerating evangelistic engagement; 4) the continued building of strategic mission partnerships; and, 5) the development of sustainable funding strategies. If we ask ourselves today, “How is this shift going?” we find ourselves in a place of astonishment. God is using current circumstances to accelerate these shifts.

Over the last two years, reports from C&MA national and international leaders abound with stories of how God is shifting the Alliance. In the fall of 2019, the Western Canadian District reported it was celebrating the growth of local church ‘programming’ and leadership on the deeper life. This aspect of discipleship is receiving more focused attention by children/youth/worship/preaching pastors and their Elder Boards. In the spring of 2020, the Canadian Midwest District reported that, as a direct result of Holy Spirit Encounters over the last few years, one couple was engaged in language study in Quebec City preparing to engage in

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ministry in the Sand Region, and another couple was encouraged into an Envision Apprenticeship. These people are now serving as international workers (IWs) on the field.

Across all districts, stories of people being drawn deeper into faith, being set free from demonic influence in their lives, healings, and renewed hope are plentiful. Even as people face numerous challenges, they also report increased opportunities for spiritual study, focused time with God, and finding creative ways to serve those around them. Discipleship is a key focus among leadership and we are seeking ways to do this better and ensure it becomes a priority for Alliance pastors and churches. And now, with people isolated in their homes, they are reaching out one-on-one to disciple those around them, sharing their faith with neighbours, and engaging in simple acts of service leading to new/renewed relationships. Stories are coming in from our international workers of how they are finding creative opportunities to reach out to those previously refusing to engage with them, as life necessities cause them to reach out for assistance.

Nationally, churches struggling with in-person attendance have reported significant growth in attendance as they moved to online services, and some are even broadcasting internationally expanding the reach of the Gospel to people globally. The Gospel continues to be shared and Jesus is building His Church with the same, if not more, intensity than before.

COVID-related restrictions have resulted in the unprecedented (for the Alliance) use of technology as a means of sharing the Gospel, engaging in prayer, worship and fellowship. It has also resulted in a significant increase in prayer. Over the past year, the Global Ministries department has engaged in over 100 online prayer events averaging over 40 international participants each time. The National Ministry Centre began gathering Alliance constituents from all over Canada and around the world in Raise A Hallelujah online events to pray and worship together and refocus on mission.

Yes, these are challenging times, but it is also a time of opportunity – opportunity to rise up and be the people God is calling us to become - uncontainable and courageous mission-focused people who are making disciples everywhere! This is our culture – Christ-centred, Spirit-empowered, Mission-focused – at all times. The past two years have led us to an unprecedented opportunity – an opportunity to be still, listen, and look – to realize that the mission is ‘out there’, but it’s also only six feet away.

Alliance Pray! Team

The Alliance Pray! Team (APT) was first formed by Assembly in 1998. “Alliance Pray! is a Spirit-led catalytic movement to equip and mobilize followers of Jesus Christ in prayer in order to awaken, renew and revive Alliance churches and other Christian congregations for reaching the

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lost and transforming society.” This team creates prayer resources/training materials, holds prayer events, mentors leaders, assists our pastors to mobilize their churches, and develops prayer teams to intercede leading up to and at General Assemblies.

The APT has made great strides in the advancement of its Transform! Prayer Course (TPC) which has been translated into French and Chinese. The TPC is designed to dramatically deepen and accelerate the prayer life of participants and both inspire and motivate them towards world transformation through prayer. In 2020, two sessions of the course were held in English, with a training process for mentors to teach the course with respondents across Canada, and the first French cohort was launched in the St. Lawrence District. In 2021, a trained core of leaders will be launching the first mentored Chinese-only course. The TPC has recently been developed into a small group curriculum that includes a leader’s guide, discussion videos, and weekly digital reading.

For more information or to register for an upcoming course, visit:

<https://alliancepray.ca/home/transform-prayer-course/>

Nurture

The teams that make up Nurture and Development are a passionate group of leaders focused on the future of the Alliance who are committed to the Nurture Values:

1. We do new: we invest in where God is going and help others along,
2. We Collaborate: we bring people and resources together,
3. We Initiate: we are willing to try, fail, and adapt our way to effectiveness.

Nurture and Development is comprised of teams built to serve and support the work of the Alliance Canada. These teams are: Envision Canada, New Ventures implementers network, Candidate Development office, Development department, National Communications, and, starting in 2021, a new Digital Strategy department. Together these teams, find, develop, and mobilize leaders, launch new church expressions, develop sustainable funding, and tell the Alliance story.

Envision Canada

Over the last four years, Envision initiatives encompassed: 52 trips across its global sites, 27 internships, 30 students in both Justice and Global Semester programs, and 131 young leaders from all districts over three annual Summit gatherings (2017, 2018 and 2019).

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Since the pandemic, all planned missional engagements were cancelled and Summit 2020 in New York City was postponed. In its place, virtual experiences were launched through the Mexico City site, with more being planned for 2021. Also ahead, an online mentoring initiative called Envision Greenhouse is being birthed, with the first pilot cohort starting in February 2021. Envision looks forward to partnering with districts and local churches in a shared effort to identify and raise up a new, diverse generation of leaders to serve the C&MA in Canada for generations to come.

New Ventures

The launch of a New Venture or a New Venture Apprentice “every three weeks” has been the refrain for the past three years. While the pandemic affected this momentum numerically, New Ventures was thrilled to see new leaders and unique new faith expressions emerge across the country over the course of this year.

In 2020, the New Ventures team helped launch 8 New Ventures, 2 new churches and 6 New Venture Apprentices. This brings current totals to 59 active New Ventures and 16 active New Venture Apprenticeships. We are also thankful for a growing Implementer Team, now made up of 10 people, who bring presence and support in various regions across our country.

Thanks to growing affirmation across the C&MA, New Ventures is able to work collaboratively across all districts with a shared vision and shared key practices. Implementers work to cultivate an environment, discern pathways, coordinate support and build partnerships that allow for new leaders and New Ventures to emerge.

Finally, the New Ventures team continues to communicate stories of the “new things” God is doing in the C&MA’s ever-changing Canadian context. Through social media, the website, and weekly emails, the aim is to increase awareness and inform decisions across the C&MA family as New Venture’s engages in missions across streets, regions and country. Producing Season 3 of the New Waters Podcast is an exciting project for 2021, as well as continuing to grow as a hub for Canadian conversations.

Candidate Development

The Candidate Development office is fully engaged in guiding people along two key pathways for global engagements:

- Global Advance Funded - international workers are supported—partially or fully—by the Global Advance Fund (GAF). They come from many vocational backgrounds and are assigned to specific roles that minister to people groups and contribute to the discipling and strengthening of local believers. All are licensed workers.

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- Marketplace Supported - these are people who find employment abroad and are financially supported through their own salary. They are not licensed workers. Their workplace is their mission, and their mission is their workplace. However, the C&MA provides community, coaching, and care to help them navigate working abroad and bringing the hope of Jesus to where they live and work. For an overview of this initiative please read: <https://www.cmacan.org/what-does-marketplace-mean/>

Over the past 2 years, the Candidate Development office:

- Hired Harvey Matchullis as Candidate Development Director in June 2019.
- Developed a set of 10 core competencies defining the behaviour and skills characteristic of effective IWs.
- Identified the foundational theological and mission training required of all candidates. The C&MA employs people from multiple vocation backgrounds in its mission efforts, however, these requirements ensure a strong and common foundation from which all IWs serve.
- Clarified and publicized the steps inquirers and candidates can take to engage as Global Advance Funded workers or Marketplace via a new GO page on the C&MA website that contains descriptions of available GAF-funded roles and Marketplace opportunities. <https://www.cmacan.org/go/>
- Launched the Marketplace initiative by developing a partnership with Scatter Global to assist people in locating international roles. A cross-departmental team from Venture and Nurture are working to develop the global and domestic systems needed to build capacity for an expansion of Marketplace members in our mission efforts. <https://alliancecanada.scatterglobal.com/>

Looking ahead, 2021 will be unique in that, while we won't send many fully funded workers, we will see the majority of deployments being people who are full-time workers but only require partial funding/support from GAF. Additionally, the majority of projected deployments in 2021 will be from Chinese Alliance churches.

The pandemic has slowed deployment, but the candidate pool is increasing. The Candidate Development office is now working with 66 persons at various stages of discernment, coaching, and preparation for engagement as international workers or marketplace professionals. It is anticipated that 2022-2023 will be active deployment years.

Development

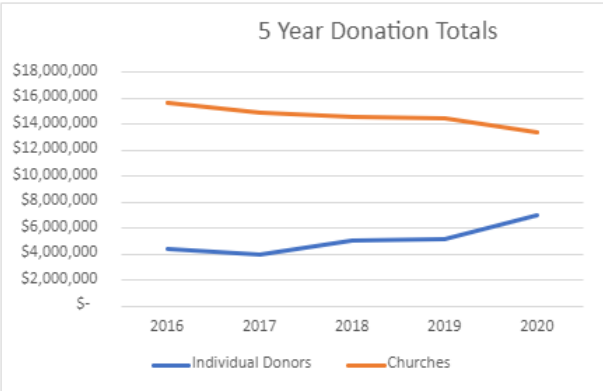
The Development Department has evolved in the last two years from passive administrative tasks to a proactive focus on donor and foundation cultivation. The staff are focused on two streams:

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the first being project planning for optimizing online donations and receipting, facilitating share donations, and increasing gifts in wills. The other is generating GAF and project revenue from grant applications to foundations, and innovating and managing current and new national fundraising appeals. A new grant software has been acquired to accelerate the process for predictable outcomes.

Year-over-year church contributions to GAF have continued to slowly decline. Individual donations increased in 2019 and 2020; however, the proportion directed to GAF is under negative pressure. The pandemic has stimulated more donations to projects and relief, thankfully, considering the devastating effects of COVID-19 on the most vulnerable.

It has been challenging to find methods of fundraising that are sensitive to the constituents' reality of job loss, isolation from church attendance, personal illness, and loss of loved ones from COVID-19, with fear and protection of financial resources.



The Alliance Charitable Foundation (ACF) (theacf.ca) received charity registration from Revenue Canada as of May 2020. The value of the fund is now over \$187,000, although the pandemic completely eliminated any face-to-face donor cultivation in 2020, which will not see a change until infection trends decline significantly. The ACF is now focused on expanding its board membership and starting to contribute to C&MA revenue through quarterly distributions.

The Jaffray Project in 2020 raised \$257,877.03 and motivated additional individual giving through a \$50,000 donation-matching challenge gift. The increased giving in 2019 had the potential to set an upward trend of new appeals in 2020, but COVID-19 reality resulted in a reduction to its target.

A Thank-a-Thon to C&MA constituent donors was implemented during April and May in 2020. Appropriate donor contacts were distributed to management. Reports back from callers included many heart-wrenching stories of life events during isolation and thankfulness for the contact and opportunity to pray together.

Communications

The Communications team experienced an increase in projects as COVID-19 increased the need for online and video-based communication. Most significantly, although General Assembly 2020 was cancelled, a Meeting of Members and President's Report took place and required significant

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work to shift these to an online format. The team also worked on six “Raise a Hallelujah” online prayer events, including a Christmas-themed event in December; more frequent and remotely-recorded updates from the President; and, helped with several district online events.

Other significant projects included:

- The first Annual Report of the C&MA designed in a highly visual, donor-focused format. This report was a biennial report from 2018-2019, but future reports will cover one year only.
- A new resource website for Alliance workers, entitled “myAlliance,” which has seen 381 sign-ups and has grown to over 150 resources, including the C&MA Manual, which has been removed from the public website of the C&MA.
- The 2020 Jaffray Project campaign produced three report-based videos and custom Jaffray donation pages to churches, all which received very strong positive feedback.
- *The God Made Known*, the third and final installment in the book series, launched in the fall.

A major project to be rolled out in 2021 is re-branding the C&MA as The Alliance Canada. This transition will affect the logo and commonly used name, while the official name remains The Christian and Missionary Alliance in Canada.

Venture

Reflecting on the last year, Habakkuk 1:5 seems to powerfully resonate with the unexplainable realities of 2020; after the prophet cries out to God to respond to the injustices of his day, God poignantly answers, “Look among the nations and see; wonder and be astounded. For I am doing a work in your days that you would not believe if told.” (ESV) Venture has experienced unanticipated delays, grief, and obstacles due to the world-wide pandemic, however, there have also been surprise blessings. Early in the pandemic, a Global Prayer Room was initiated, and still continues, consisting of weekly one-hour prayer and worship gatherings with mission personnel around the globe. This greater connectivity and communication through the internet has created stronger global integration and innovation is ramping up, with digital systems for communication, discipleship, and evangelism being explored. Despite COVID-19-related inconveniences and obstacles, the Word of God is being proclaimed and extraordinary stories of salvation are emerging in creative access places.

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Values

The five Global Ministries (GM) core values of Prayer, Presence, People, Proclamation, and Partnerships continue to be the anchor that Venture believes will lead to Holy Spirit anointed action.

Prayer: We worship, ask, listen and follow God through prayer

As noted above, the weekly Global Prayer Room is serving as an incredible time of encouragement for global mission personnel as they grow in unity and trust as a team while pursuing deeper growth with God. A cohort of people has started journeying together reading the devotional, *Live/Dead: Joy* by Dick Brogden, and praying each day for people groups around the world that have little or no access to Jesus. It will be exciting to see how God moves in 2021 and what battles will be won as these groups raise their prayers together to the Father!

Presence: Jesus' presence is most evident through healthy, growing, and fully-engaged intentional lives

Global Ministries (GM) celebrates the safe arrival of two new worker families to their overseas placements, along with two families who returned to the field in January 2021 after home assignment. While COVID-19 has created delays, GM is anticipating the deployment of 8 fully-funded international workers and 4 apprentices in the first half of 2021.

In 2020, GM hosted both the Home Ministries Seminar and Pre-Departure Orientation virtually, including an online communion and commissioning session in which participants invited their close supporters of parents, mentors and pastors to mark the call of God upon their lives.

People: People without access to Jesus are our highest priority

As noted under Candidate Development, a new 'Go' page has been launched on the C&MA website listing Ministry Opportunities Descriptions for international placements. The purpose of these postings goes beyond recruitment of personnel, reflecting the vision of the Alliance to reach people with little or no access to Jesus, such as, the Wolof, Fulani, Tuareg, and Arabs.

In 2020, the role of Gateway Developer was filled, allowing the Gateway Initiative to gain traction and start to move key initiatives and partnerships forward.

Proclamation: We communicate the gospel with Holy Spirit power both in life and in word

Despite COVID-19 restrictions being experienced by the global team, there are still many ongoing ways that Gospel communication is taking place. A recent mini-retreat brought together a group of Tuareg women who are growing in their study of the Word and learning how to reach out to others who are in difficult places. An outreach in a Taiwanese community began recently through

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Ukulele classes that has seen 13 students register. Seeds were planted through 9 neighbours being served a Christmas dinner.

Partnership: We are committed to working with others to accomplish the task. We can't do it alone.

In partnership with Empart, the Gateway initiative has raised a portion of the funds required to renovate a pastoral training centre in South Asia. Gateway is committed to renovating two training centres that will each train 20-22 new church planters annually. The track record of this partner shows that most trained church planters will establish a new church within six months of completing training and go on to plant 3-5 churches and baptize up to 600 people in the first seven years.

A digital mentoring program has been launched in partnership with Power to Change that will connect trained Alliance mentors in Canada to engage in conversations with people from Gateway who are seeking help and encouragement. There is already news of one person coming to Christ who is now involved in weekly discipling conversations with an Alliance mentors.

In 2020 foundational efforts for ministry expansion among internationals in Canada was being developed with a formal rollout to take place at General Assembly. This initiative was put on hold due to COVID-19. By mid-February 2021, a partnership agreement between International Student Ministries Canada and the C&MA will be completed and signed and will serve as a visionary and inspirational guide to enhance the engagements of Alliance people and churches to bring access to Jesus through encounters with migrant, refugee and international students across our nation. Practical resources are available to help individuals and families find ways to be involved in transformational mission right in their neighbourhoods and communities. Stay tuned for a second phase of engagement that will emerge out of this partnership designed to help you and your church with direct involvement.

Justice and Compassion

Justice and Compassion (J&C) continues to support and promote a variety of ministries including disaster relief, refugee settlement, community development, advocacy, chaplaincy, creation care, justice, indigenous reconciliation, addressing global hunger and poverty, and other holistic ministries. Justice and Compassion ministries and resources can be found at: justiceandcompassion.com

Global Emergency Response

In Venezuela, 13 Alliance churches have been providing 407 families with monthly food baskets with funding provided by the C&MA. Justice and Compassion is exploring a longer-term

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sustainable initiative of each church starting a community garden to provide fresh food and as an opportunity for outreach.

In Beirut, the C&MA provided funds to support the cost of repairs to the Christian Alliance Institute of Theology, the church that shares the school's property, and help to over 200 damaged homes from the explosion that rocked the city in August of 2020.

Due to flooding in Niger, C&MA funds provided mosquito netting and rice to people from the six villages where an international worker is serving. In December 2020, 50 village families were provided with seeds and tools to restart their gardens which were wiped out by the flood.

Alliance World Fellowship (AWF) COVID-19 Relief and Recovery Projects

Jura Yanigahura, AWF President and the AWF Relief Committee hosted four regional calls in May 2020 with 100 representatives from 38 countries to share stories of the impact of COVID-19 on their congregations, pastors and communities. National churches were then invited to submit relief proposals to AWF. The first phase of COVID-19 relief projects, focused mainly on food assistance, helped more than 170,000 people in 18 countries. The second phase includes projects from 17 countries such as agriculture, nutrition, savings, and holistic community development programs. J&C has committed over \$150,000 USD for this two-phase AWF initiative.

Refugee Sponsorship

Since becoming a national Sponsorship Agreement Holder (SAH) in 2012, the C&MA in Canada, on behalf of churches across the country, has submitted applications to resettle of over 1,025 refugees. Our active churches include those who are members of our partner denominations. Combined over the last eight years, 200 principle applicants and their families have found refuge in Canada through the ministry of local churches. Even through the pandemic, in 2020 and 2021, we have seen the engagement of twelve new churches. Moving forward into 2021 we anticipate receiving 140 allocations from Immigration, Refugees and Citizenship Canada to continue our resettlement efforts.

Canadian Foodgrains Bank (CFGB)

The C&MA, in conjunction with the CFGB, has extended a major food assistance project in Yemen through a local Christian NGO that is reaching 622 households of internally displaced people. Also J&C is in the final stages of approving a three-year agricultural and livelihood project in Niger implemented by Samaritan's Purse – Niger that will impact 10 large villages made up of Tuareg and Fulani peoples.

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Alliance Faith and Hope in Action Catalogue

An annual compassion gift catalogue is provided in order to raise funds for relief and development ministry. View the digital catalogue: <https://catalogue.faithhopeinaction.ca>. Stories and updates of justice and compassion ministries can be found at: <https://faithhopeinaction.ca>.

Truth and Reconciliation Learning and Prayer Guide

It is encouraging to hear stories of Alliance churches that are building relationships with Indigenous Peoples in their communities and considering ways to respond to the Truth and Reconciliation Commission's Calls to Action. The Justice and Compassion office has developed a [Learning and Prayer Guide](#) and hosts quarterly virtual meetings for church leaders who are engaging with Indigenous communities.

Association of Alliance Chaplains

The Association of Alliance Chaplains has 160 chaplains in its network and now holds quarterly national virtual gatherings. There is a great opportunity for local churches to link up with a chaplain through the Chaplaincy Link initiative. For more information, contact your District Chaplain Representative.

Disability Ministries

Disability Ministries seeks to support and encourage the inclusion of persons with disabilities in the life and work of the church. Three webinars were held in 2020 on topics of mental health and addictions, along with tools for walking through crisis. The Church Network for Supporting Disabilities Facebook page: <https://www.facebook.com/supportingdisabilities> provides resources for churches.

Defend Dignity

"Defend the weak and the fatherless, uphold the cause of the poor and the oppressed. Rescue the weak and needy; deliver them from the hand of the wicked" (Psalm 82:3, 4). Defend Dignity (dD) exists to end sexual exploitation in Canada. The C&MA, through dD, can help end sexual exploitation in Canada through awareness, advocacy, and aid.

Awareness and education of the realities of sexual exploitation continues through "Exposing Exploitation," a youth curriculum ordered through the Defend Dignity website. *Wolf Woman*, a book written by an Indigenous survivor, was published by Defend Dignity in 2019. REVEAL, a conference on the harms of pornography, pivoted to webinar format in 2020 with over 500 participants. Planning is underway for the first ever Canadian Sexual Exploitation Summit: Disrupt Demand in May, 2021. This virtual Summit will have over 50 presenters from the US, UK,

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and Canada. Defend Dignity is partnering with the Salvation Army, and the Manitoba government to host this event.

Advocacy for law and policy reform continues with the federal government on two key issues: the prostitution legislation, now up for review, and the harms of pornography. Defend Dignity meets with MPs, provides briefs, appears before committees, and collaborates with survivors, police and service providers across Canada on these issues. The recent New York Times article on the criminal activities of Pornhub, the world's largest porn site headquartered in Montreal, has acted as a catalyst to propel a number of motions and bills in Parliament and dD is active on all of them. Defend Dignity was also named as the first point of contact for English Speaking Survivors of Pornhub exploitation, who wish to take legal action against the company by the All Party Parliamentary Group to End Human Trafficking. A law firm has been retained to help survivors.

Aid to exploited people is another focus of dD work. The Survivor Support Fund continues to provide funds to survivors through its service providers. Defend Dignity gave away almost \$60,000 in financial aid in 2020. Over 100 hundred survivors have received financial aid since 2016.

Structure

Much like a skeleton holds the body's organs and muscles in place, Structure is the framework which connects and supports the ministries and operations of The Christian and Missionary Alliance. Structure oversees the executive office, strategic plan implementation and measurement, governance and legal issues, General Assembly, and National Ministry Centre (NMC) personnel and facilities.

General Assembly 2020 didn't materialize due to COVID-19. Plans are underway for Assembly 2022 July 5-8 in Sherwood Park, AB, and we pray it will be unhindered. The theme will have a Christ-centred focus. Some of the decisions on the original 2020 agenda were postponed to 2022; the full list is included in the Board of Directors Report to the Meeting of Members.

As of March 2021, the NMC is located at 2580 Matheson Blvd. E. in Mississauga, ON. Following the 2018 sale of the building at 30 Carrier Dr. in Toronto, leased space was secured at 7560 Airport Rd. in Mississauga. Now the Lord has provided an open-concept, bright, and inviting environment that resumes the benefits of property ownership in a growing market (a good investment of resources), provides income from excess space (helps offset operational costs), and includes on-site options for expansion if needed (provides longevity at this location). We are blessed to have this new home.

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Conclusion

One of the most encouraging moments for me over the past several months occurred on a video call with one of our partners in South Asia. He told the story of a family that was praying for their village. The prayers were so intense that tears and wailing spontaneously erupted. Some neighbours heard the crying and knocked on the door to see what was going on. The believers shared how they were praying for the families in their village, asking God to protect them from COVID-19 and give them hope. The unbelieving neighbours were so moved they asked if they could stay and pray as well. They prayed together for over two and a half hours. At the end of the prayer time, the neighbours asked which idol they were to pay homage to. The family shared that they had no idols but worshipped the living Christ. They shared the Gospel and four of the family members became believers that night. At the time of this report, 14 family members have chosen to follow Jesus and the village is being transformed. Now that is breakthrough!

In a season where we can easily feel overwhelmed and under-resourced, the call to leaders is "...be still, and know that I am God; I will be exalted among the nations, I will be exalted in the earth." (Psalm 46:10) I am convinced that God is using this pandemic to shift and sift his Church in preparation for a powerful spiritual breakthrough. May we embrace God's Word, be filled with His Spirit, and lean forward with expectation for Baal Perazim! Do you hear the river rising?



Rev. Dr. David Hearn

President

The Christian and Missionary Alliance in Canada



AMBROSE UNIVERSITY DISTRICT PARTNER COMMUNIQUÉ

OFFICE OF THE PRESIDENT

APRIL 2021

As Ambrose University navigates the global pandemic, some of the “norms” look a little different than we are used to, but we continue to provide quality Christian post-secondary education for our students while taking every precaution to ensure, as much as we are able, the health and safety of our students, faculty, and staff. This update, intended for use at district conferences and assemblies in the spring, will provide further information on a number of key aspects of university life.

ENROLMENT

Course delivery in the Winter semester has continued in the same model as the Fall: Some classes are completely in-person (laboratories; smaller, upper-level classes, etc.), some are hybrid (partly in-person, partly online), and some of our classes are completely online. Students are grateful for the opportunity for in-person learning where possible and, for those for whom in-person is not desirable, we are still able to accommodate their preference while providing sufficient course options for them to progress in the attainment of their degree. None of this would be possible without the flexibility, commitment and dedication of our faculty and staff, and in particular to our campus services team that provides all the appropriate cleaning protocols to permit in-person learning.

Perhaps inevitably, the uncertainty created by the pandemic had an effect on enrolment in the Fall and that has perpetuated into the Winter semester. A variety of factors will lead a student to decide not to return in the Winter – everything from lack of funds, to finding that online learning is not their preferred medium, and everything in between – but we are still somewhat encouraged by the numbers of students who have chosen to adapt and persevere.

Looking ahead to Fall 2021, we – like most institutions – are seeing a slower start to the recruitment season than in past years, but there are still encouraging signs in the seminary – particularly the Chinese language programs, business, and the human sciences. We have a number of virtual recruitment events planned over the coming months, and I commend the recruitment team for the ways in which they have found innovative ways to connect with prospective students over recent months. With still so much uncertainty about vaccine rollout and the “third wave” it is not yet possible to make a definitive decision about Fall course delivery, but we are hopeful that we will be able to provide an expanded level of in-person delivery, even if it is not quite back to pre-pandemic levels.

PERSONNEL TRANSITIONS

The Winter is a busy recruitment season in academia and this year is no exception. We have successfully concluded two searches, appointing Dr. Alyssa Michaud to the music department as Assistant Professor with a focus in musicology and theory to begin in August 2021; and Dr. Rodrigo Dal Ben de Souza as Assistant Professor of Psychology to begin in January 2022. Dr. Michaud has taught for Ambrose as a Lecturer for the past couple of years, and Dr. de Souza is currently a Postdoctoral Fellow at Concordia University in Montreal. Additionally, we have active faculty searches in the areas of business, New Testament, and for a new University Librarian.

We also have a searches underway for a member of faculty for the School of Business and for a Professor of Christian Theology or Biblical Studies to work primarily in the Theological Studies in Chinese program.

This spring we will say farewell to three long-term members of the Ambrose community: Colleen Charter who has served in the Ambrose library (and its predecessors) for almost 26 years; Edwin Gndt, Associate Professor of Music who joined the Nazarene school in Winnipeg in 1995 and has been a key member of the music department ever since; and Sandy Ayer, Director of Library Services who joined CBC/CTS in 1984 and retires after 37 years with us. It will be our pleasure to honour these long-term employees as they transition to the next phase of their lives.

Additionally, Rev. Dr. Terry Young, Associate Professor of Pastoral Theology, will be moving into retirement mode after almost eight years with Ambrose University; and ill-health has resulted in the resignation of Dr. Irene Tran from her position as Chair of the Theological Studies in Chinese program.

BOARD TRANSITIONS

At the end of June, three governors will reach term limit on the Ambrose Board of Governors: Wayne Bernakevitch, Ken Stankieveh, and Keith Taylor. All three have held leadership roles on the board over the last few years and their presence at the board table will be missed. All three are Christian & Missionary Alliance (C&MA) appointees. Additionally, Delrose Laxton, a Church of the Nazarene appointee, advised us in March that she would be stepping back from the board for personal reasons and, in October 2020 Ruth Copeland-Holtz notified the board chair of her resignation from the board—in this case simply a conviction that she was no longer called to serve on the board.

However, the board nominating committee has identified a number of very competent candidates to fill these vacancies and the Ambrose board endorsed the appointment of the following individuals at its Spring meeting (C&MA appointments are recommended to the national Board of Directors of The Alliance Canada; Nazarene appointments are recommended to the national board of the Church of the Nazarene):

Rev. Scott Dickie, Lead Pastor of Peace Portal Alliance Church in the Lower Mainland. He is an alumnus of CBC (BRE, 1995). Scott is a C&MA appointee.

Wayne Regehr, Executive Pastor at Sherwood Park Alliance in Alberta. He is a graduate of the Seminary (MDiv, 2008) and prior to his move into full-time ministry had an extensive business career. Wayne is a C&MA appointee.

Ilse Li is an engineer by background, although she now focuses on teaching for Bible Study Fellowship in Edmonton, and serves on the Disciple-Making Team at Edmonton Chinese Alliance Church where she and her husband are members. Ilse is a C&MA appointee.

Srimal Ranasinghe is an independent urban planning consultant and a member of First Church of the Nazarene Calgary and served as youth pastor for a number of years. He and his wife have also served in a number of lay roles in the church in recent years. Srimal is a Church of the Nazarene appointee.

Teresa Davidson has had an extended career in healthcare and is currently an Executive Director with Alberta Health Services. Teresa is based in Calgary and is a member of Centre Street Church. Teresa is a board appointee.

The C&MA also appoints a District Superintendent to the Ambrose board for a four-year term. Errol Rempel has served in this capacity for the past four years and his term concludes on June 30, 2021. After discussions and due consideration with the C&MA National Office, and given a unique set of circumstances that sees a current Ambrose board member, Genghis Chan, being appointed as Assistant District Superintendent in the C&MA Pacific District, the C&MA President, David Hearn, has confirmed the appointment of Genghis Chan to the Ambrose Board as the District Superintendent representative for a four-year term from July 1, 2021.

FINANCIAL UPDATE

We are very encouraged that, despite the loss of significant revenue with the limitations imposed by the pandemic, we will finish the fiscal year with a modest surplus. Enrollment in the Fall was not impacted by the pandemic as much as we had feared; the federal wage subsidy helped make up for the losses from “supplemental” revenue – residences, rentals and parking – and our supporters so generously continued to provide their regular financial assistance to the university.

Looking ahead, there are many unknowns. But the Board of Governors approved a balanced budget for this coming fiscal year in what will no doubt be a challenging time. Having said that, if we are able to meet our enrollment projects for this Fall – reasonable and conservative projections – there should be no difficulty achieving budget.

EVENTS

In common with most of you, almost all of our events have been held virtually this year, beginning with our online graduation ceremonies last May and continuing on to our Deeper Life Conference (formerly Spiritual Emphasis Days), Downey Lectureship, Chapels, Concerts, and a delightful Lessons and Carols production from Ambrose Arts at Christmas. This Spring, we have two more institutional events that will be in an online format: Ambrose Research Conference in March, and, once again, our Commencement activities.

The Ambrose Research Conference (ARC) theme for this year was *Faithful Science: How the Sciences Impact Faith and Learning*. The event is an opportunity to spotlight student, faculty, staff, and alumni research and scholarly activity, through a series of conference presentations and poster exhibits. As is the case each year, I am so impressed with the calibre of research conducted by our faculty and students, and their ability to present their research in a clear and engaging manner. This was the first year we held the event online – we postponed it last year – and, other than some technical difficulties to begin, the event was exceptionally well done.

Commencement will take place virtually on April 30 (Education) and May 8 (Seminary and Undergraduate). We expect about 185 students to graduate this year. New this year is that the ceremonies will take place over two weekends rather than all on the same day. We had, of course, hoped that we would have been able to hold an in-person graduation this year but, once again, we will need to be online. And, this year we had hoped to also be able to include a “walk the stage” element for those students who wished to participate. We know that this is an important part of Commencement for many and were pleased that we had found a way for this to happen that complied with all of the necessary safety precautions. But, unfortunately, with increased spread of the virus in Alberta in the days leading up to the walk the stage activities, we reluctantly determined that the responsible thing to do would be to cancel this event.

CONSTITUENCY ENGAGEMENT

While most in-person events have either been postponed or cancelled, a few have been moved online and I have been pleased to be able to preach via a pre-recorded message at a handful of churches over the past months.

Our alumni events moved online and have been very well attended. In the Fall we held a Seminary anniversary event celebrating the 50th year of the creation of the Seminary, and another, more general “Alumni & Friends” event for any and all who were interested in hearing more about Ambrose. This winter we have been focusing on public lectures delivered by our faculty and staff with topics ranging from how pluralism and choice are shaping Canadian youth, to the history of race and the Bible, to developmental aspects of poverty – and why that matters. Additionally, a series of events have been held as part of the Alliance History & Thought Symposium series.

As we look towards the 2021 District Conference and Assembly season, we are looking forward to being able to join with you as you gather – mainly online – as district cohorts later in the spring.

UPDATE ON AMBROSE AND THE CHURCH OF THE NAZARENE

As many of you know, we have come to a significant “re-set” with regard to our partnership with the Church of the Nazarene. Two of the four Nazarene districts decided to no longer invest in liberal arts education or in our theology/ministry programs and rather partner with schools in their regions. Thus now Ambrose is only in formal partnership with two of the four districts. This has had knock-on implications for governance questions; at the Fall, 2020 Ambrose Board meeting, the board passed a resolution that significantly reduced the role of the Church of the Nazarene in board membership. At the Spring, 2021 meeting the board approved amendments to the Ambrose University Articles of Association (Bylaws) reflecting these changes.

Our vision: a dynamic liberal arts university and a leading faculty of theology. This reflects a vital way by way the Church is on mission – through education, in one of the larger cities here in Canada. And though while we are disappointed with the decision of our Canadian Nazarene colleagues, we will continue to work in partnership with Nazarene schools in the US towards the development of effective congregational leadership for the Church of the Nazarene. And, further, we will invite other church and denominational bodies to partner with us in this mission.

INCLUSION & DIVERSITY AT AMBROSE UNIVERSITY

In June of 2020 – in recognition of Juneteenth and national Aboriginal People’s Day, and in response to shooting deaths of minority ethnic individuals in North America – Ambrose University made a commitment to be an agent of change, *“...empowering faculty, staff, and students to think clearly and act courageously in celebrating diversity, affirming the dignity of each person, and working towards social systems that foster the social and racial justice that is consistent with our Christian faith. We will name anti-black racism and anti-indigenous racism for what it is, and in the process empower visible minorities to be full participants in the life of the church and our society. We will acknowledge where systems, including our own internal systems, reinforce white privilege. We ask for forgiveness, through grace and humility, for the actions of our ancestors and for our present-day failures. We commit ourselves to healing and reconciliation.”*

The statement also included an undertaking to provide a further update following the president’s report to the Ambrose Board of Governors’ Fall, 2020 meeting. The board met on Thursday, November 12, 2020, and the following update was provided on the four commitments:

- I. The Faculty Open Forum – a moderated conversation by the Dean of the Faculty of Theology. To date, three forums have been held which are raising understanding and critical engagement with questions of racism in general, but with particular reference to the relationship between settlers and the Indigenous peoples of western Canada, critical race theory, and the practices of social and racial conflict resolution and peace-making.
- II. All faculty and staff have received formal training in inclusion and diversity with a view that this will be part of our regular and ongoing culture and our commitment to the professional development of our faculty and staff. These seminars were led by staff from the Jaffray Centre for Global Initiatives, an Institute of Ambrose University. Having this resource available to us right in-house allowed us to approach questions of cultural fluency and racism in a way that is deeply consistent with our denominational heritage and our experience.
- III. The chaplain has profiled the voices and stories of leaders within ethnic minorities – notably Black Canadians and Indigenous Canadians – and topics or themes that keep before the Ambrose community in awareness of what it means to foster cultural fluency, social justice, and reconciliation.
- IV. We have engaged an external consultant to conduct an audit of our hiring practices [in response to the question of whether there is a hiring bias at Ambrose University]. This audit is ongoing and will likely be completed in the first quarter of 2021. *[The final report of this audit has recently been received and has provided useful recommendations for ways in which we can strengthen our recruitment processes in light of inclusion and diversity going forward.]*

This is only, of course, an “interim report”. The resolve to respond wisely and courageously needs to remain a mark of our mission, identity, and values. We welcome further comment and input into this process of learning together and seeking together to be a community that is marked by a deep commitment to cultural fluency, diversity, and inclusion.

CONCLUSION

As we reflect on a year that has been dominated by the COVID-19 pandemic and everything that has been halted or changed to accommodate the necessary health measures in place, it is still possible to see the hand of our loving God guiding and protecting us. We had one small outbreak in the Fall, but to this point have not seen any major illnesses. Our constituencies stepped up last summer and provided the necessary funding to upgrade our IT systems to facilitate the move to online learning. Churches and individuals have held us in their prayers as we navigate the uncertainties and the unknowns of a pandemic. And students have continued to attend Ambrose University despite the changes and restrictions. Thank you, our supporting denominations, for your prayer support, your financial support, and your encouragements along the way. For this, and so much more, we are grateful.

Respectfully submitted,

Gordon T Smith, PhD
President

REPORT from

*ÉCOLE DE THÉOLOGIE ÉVANGÉLIQUE DU QUÉBEC (ETEIQ) to
THE 2021 CONFERENCE OF THE CANADIAN PACIFIC DISTRICT
OF THE CHRISTIAN AND MISSIONARY ALLIANCE*



Jean (John) Martin, President
May 2021
www.eteq.ca

ONCE UPON A TIME, THERE WAS A VERY LITTLE SCHOOL...

It was 1983 and a large Canadian Church family caught onto the importance of providing Quebec with its own French-language Theological and pastoral formation, right here at home. It would be no longer necessary for Québécois Christians to fill their suitcase for the long 3000 km trip into the wheat-filled Canadian Prairies to attend our very excellent *Canadian Bible College / Canadian Theological Seminary*, (later to become *Ambrose University*). The realization was not only that there would be ALLIANCE Theological education in Quebec, but that the Quebec Church would more and more be able to take such a responsibility upon itself, but not without LOTS of help from its Western friends! Within a few months of its birth, the Saint-Lawrence District would have a school to care for, one that would ensure solid Biblical, theological, pastoral and missiological formation for both active and future Church leadership. From the very start of the District, our first Superintendent Jesse Jespersen had this set in his heart as in stone. As should any visionary leader, he saw *then* the Church of today. So began the history of Alliance Theological Education in Quebec, in French, a history which still needs to be written in a systematic and edifying manner.

Through the years, our humble mission and *little* school would have *great* names such as (from 1983 to 1987) *Enseignement Théologique de l'Alliance au Québec (ETAQ)* and (from 1999 to 2016) *Institut Biblique VIE (Vérité – Intégration – Expérience)*. It would mature in wisdom and outreach to become a school set today within a rich network of strategic ecclesiastical and educational partnerships. Under its present name of *École de Théologie Évangélique du Québec (ETEIQ)*, today our little-school-that-became-not-so-little has **over 100 students studying at the Bachelor, Masters and (next autumn) Doctorate levels under the teaching of 23 teachers who in very great part hold a doctorate in Theology.**

In fact, the growth, the vision and the Quebec opportunities that our school needed were such that in God led it to find for itself *another parent*, one that had the same passion for Quebec missions as its first parent. Since 2016, our Alliance school belongs both to the Alliance Church as well as to the Mennonite Brethren Church family which had even preceded the Alliance in Quebec Theological education.

... THAT GREW, GREW AND GREW...

While there are many differences between the newborn Quebec Alliance school of the mid-eighties (which was an extension of Canadian Bible College) and our «adult» school of the 2020's, what has not changed is by far more significant:

- ☑ Still the same heart for (and submission to) the written Word of God
- ☑ Still the same joy and passion to serve the Alliance family and its local Churches
- ☑ Still the same determination to make a difference in *how* the Gospel is proclaimed, understood and lived-out here in Quebec as well as across the French-speaking world.

All this is encapsulated in our 8 guiding values as a school:

*** **Faithfulness** to Scripture *** Academic **rigour** *** **Transformation** of both individuals and Faith communities *** **Service** in view of the common good *** Authentic **Community** based on humble listening and dialogue *** **Openness** to others in their differentness *** Quebec **culture** as a reality to be respected but also to influence *** **Partnership** as the pathway towards fruitful Evangelical mission

Since 1983, our number of partners has greatly increased, not the least being the Theology department of our very-own *Université Laval* by which Evangelicals can now offer university Theological Education from «inside» society rather than doing it from the outside. Clearly, as was with our Saviour, the Church is not *of* this world (John 17:6). However, it has been taken *from* the world to be sent back *into* this world to manifest both the King and his Kingdom. ETEQ has chosen to serve a Church that wants to be the light of the world (Matthew 5:14), a Church that sits on the top of the hill so as to be both heard and seen. We prepare men and women to *visibly* serve and lead in the name of Christ.

The growth our school has undergone can be seen in both the number of **students** and the number of **teachers**. However, growth lags behind in our number of **donors**.

...TO THE POINT OF OUT-GROWING ITS DONOR BASE

As with any school, our Quebec Alliance school's spiritual and educational health is very dependent on its financial health. Over the last 24 months, ETEQ has undergone significant and sacrificial restructuring which has reduced our expenses. However, the challenge that remains ever-present is to raise an army of supporters (Alliance Churches and individuals from across Canada) committed to this unique mission, for the medium and long-term. Almost without exception, each Church in the Saint-Lawrence District has Theologically-trained pastoral leadership. Tomorrow's Alliance Churches also need leadership tested and prepared by way of quality Biblical and pastoral education. We are very

much working to see every Quebec Alliance Church and every one of their disciples make the support of ETEQ a lasting priority. ETEQ will be able to continue to offer the present range of quality programmes only if a revival of generosity grips at the heart of our Saint-Lawrence District Churches and believers. However, we still very much need the support of our more mature and missional Churches of the Canadian Pacific District. **While thousands of kilometers separate us, you are essential partners in this enterprise carried by a committed but so small and young Quebec Church.** The multiplication of financial partners (people, Churches, businesses) has become ETEQ's priority.

During 2021 and into the future, the invitation stands to make ETEQ part of *your* joyful generosity. Work with us to make disciples of our nation and those within the global French-speaking world. Why not give, perhaps for the first time, before our June 30 year-end?

ETEQ DONORS IN 2020			OUR PRAYER AND NEED IN 2021	
	Number	Amount	Number	Amount
Churches	18	\$ 21 184	27 (+50%)	\$ 30 000
Individuals	112	\$164 001	150 (+33%)	\$220 000
Businesses	3	\$ 16 200	6 (+100%)	\$ 35 000
TOTAL		\$201 385		\$ 285 000



Our 2019 graduating class along with professors

Join us via ZOOM on Sunday May 30, 1:00 P.M. **MONTREAL TIME (or 10:00 A.M. Pacific time!)** for our 2021 graduation. So what if it is 85% in French. The Spirit of God will help you rejoice with us! Checkout [our website](#) for the ZOOM link or write to me (jean.martin@eteq.ca) for details.

In **Appendix 1**, you are provided with a **Financial Summary of the year ending June 30, 2020**. Our reduction in personnel, along with the pandemic that led to the reduction of certain normal expenses as well as some federal salary subsidies we qualified for in 2020, combined with a growth in both tuition and giving, have together produced for the first time a 1-month, operating, emergency fund, What a HUGE blessing this is in a context where ETEQ commits to so many partners, students, teachers and personnel. We are still far from the recommended 3-month emergency fund, but it sure is a blessing to live with a little less financial stress (but just as much faith)!

God is good. And so are his children!

In the Lord Jesus, it is such a joy to serve my Church family, via ETEQ.

Jean (John) Martin, President
May 1, 2021

Appendix 1 (next page)

REPORT

BY ÉCOLE DE THÉOLOGIE ÉVANGÉLIQUE DU QUÉBEC (ETEQ)
TO THE CANADIAN PACIFIC DISTRICT
OF THE CHRISTIAN AND MISSIONARY ALLIANCE

Jean (John) Martin, President
May 2021

Appendix 1

**12-MONTH FINANCIAL SUMMARY
ENDING JUNE 30, 2020¹**

(numbers have been rounded-off to closest thousand)

<u>REVENUES</u>		\$ 778 000
Student tuition	164 000	
Sale of books and course readings	14 000	
Canadian Alliance subsidy	129 000	
Saint-Lawrence District Subsidy	15 000	
Mennonite Brethren National	179 000	
Donations	201 000	
Federal salary subsidies March-June (COVID-19)	62 000	
Other	14 000	
<u>EXPENSES</u>		\$ 778 000
Salary and employee benefits	495 000	
Rent and electricity	153 000	
Team development and formation	3 000	
Public relations	4 000	
Pedagogical material and resources	11 000	
Student services and events	7 000	
Administrative costs (janitor, photocopies, supplies, mailings, etc.)	37 000	
Contribution to EMERGENCY FUND	68 000	

¹ Our complete financial statements of June 30, 2020 are available to any Alliance Church by simple request to the ETEQ president.



DECISION PROFILE

APPOINTMENT OF THE AUDITOR

DECISION REQUIRED:

To approve an independent accounting firm to complete the 2021 audit of the financial reports of the Christian and Missionary Alliance – Canadian Pacific District.

WHY IT IS COMING TO DISTRICT CONFERENCE:

As outlined in the CPD Bylaws, 3.3 e), part of the ordinary business at the Annual General Meeting is the appointment of the auditor.

BACKGROUND:

As part of its fiduciary duties, the membership of the Canadian Pacific District (CPD) is responsible to make decisions regarding the annual audit.

During District Conference 2013, a decision was made to allow the District Executive Committee to review and choose a firm to complete the audit that year. After a thorough review, it was determined that a new firm be given the contract for the annual audit work, and Loewen Kruse Chartered Accountants was chosen.

Since that time, Loewen Kruse has made recommendations regarding the way district funds are handled or reported, which have been very helpful to management. Additionally, Loewen Kruse is considered a leading expert in charity accounting practices.

RECOMMENDATION:

THAT Loewen Kruse Chartered Accountants be contracted to complete an audit of the Christian and Missionary Alliance – Canadian Pacific District financial reports for 2021.



REPORT OF THE DISTRICT SUPERINTENDENT AND THE DISTRICT EXECUTIVE COMMITTEE

INTRODUCTION

My home office overlooks the trees that separate our condo building from the property next door. Consequently, I have a daily update on the budding of those trees and the growth of their leaves as spring takes hold. The slow but inevitable appearance of those leaves has become a metaphor for me for our progress towards increased vaccination, decreased pandemic restrictions, and the prospect of our churches reopening. I'm so thankful we're heading in that direction!



The pandemic is a central feature of the 24 months that have elapsed since our last District Conference. Fully 15 of those months have been dominated by the pandemic and its restrictions on our lives and ministries, along with the health impacts and even fatalities affecting many in our churches, province, country, and world. The defining phenomenon of the pandemic will be reflected in this report.

Our conference theme, *Renewed*, is intended to be both descriptive and aspirational. It is descriptive of the journey many of us have been on in recent years. It's also aspirational as we enter the post-pandemic period, many of us wearied and depleted, with longings for fresh anointing by God's Spirit and fresh insight into what faithful gospel ministry will look like in a world inevitably changed by COVID-19.

And we move into that new season with a new District Superintendent at the helm!

PROGRESS ON FULFILLMENT OF OUR 5S VISION

In 2012 President Dave Hearn created the Global Leadership Team (GLT), bringing together all the District Superintendents, the Canadian Regional Developers, the President's Lead Team and other National Ministry Centre (NMC) team members, our school representatives, and others who together began the work of creating a new strategic plan. The plan became known as 'the 5S Plan' because of its global focus (Caribbean Sun, Desert Sand, Silk Road, Asian Spice, and Sea-to-Sea, meaning Canada). The plan is focused on fulfilling, by the grace of God, the Environmental Vision, Legacy Impact Statement and our heart's cry expressed in our Vision Prayer.

Environmental Vision

To be a Christ-centred, Spirit-empowered, Mission-focused movement of churches impacting Canada and the world.

Legacy Impact Statement

By 2024 the C&MA in Canada is a healthy and mobilized mosaic, empowering the generations to risk all to invite the most neglected to enjoy and be agents of Jesus Christ and his Kingdom.

Vision Prayer

O God, with all our hearts, we long for You. Come, transform us to be Christ-centred, Spirit-empowered, Mission-focused people, multiplying disciples everywhere.

Four Major Outcomes

Four Major Outcomes were identified as critical to the fulfillment of the 5S Plan:

Culture: Relational and Spiritual Renewal

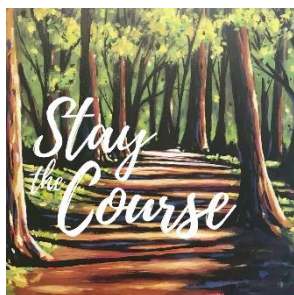
Nurture: Leader Development

Venture: Mobilization and Multiplication

Structure: Organizational Effectiveness

While fully realizing that many of our churches express their sense of mission and calling in their own contexts in different ways, I'll use these four outcomes to organize this report.

Culture: Relational and Spiritual Renewal



The District Executive Committee (DEXCOM) and I report the following progress towards fulfilling these outcomes:

BEFORE THE PANDEMIC:

- Soul Care Conference with Rob Reimer with 378 participants and staff, Heritage Alliance (Abbotsford), February 2020.
- CPD pastors and elders continued to attend the Church Renewal Conference at Southland Church in Steinbach, MB and numerous pastors receive coaching from former Lead Pastor Ray Duerksen.
- Brian Derksen and teams conducted two LIFE Initiatives (Listen for Insight, provide Feedback and Evaluation).
- Brian also facilitated two *One to One* Retreats at Fort St. John Alliance (28 attendees) and Timbers (Prince George) with 14 elders.
- Whistler District Staff Retreat 2020: *Stay the Course – A Long Obedience in the Same Direction* with district speakers Michelle Derksen, Seth Shelley, and Brian Buhler and 239 participants.
- Our District Lead Team and four of our pastors formed a cohort to grow in our intercultural fluency through coaching from Dr. Charles Cook and Loren Goldbeck of the Jaffray Institute from Ambrose University.

DURING THE PANDEMIC:

As the first wave of COVID-19 transmission hit British Columbia and restrictions were imposed in March 2020, the district team pivoted in order to support and resource our pastors, elders, and churches in a vastly changed set of circumstances. We've remained fixated on that task for 15 months and counting.

Our focus has been two-fold:

1. Support the health and wellness of our pastors and elders as the pandemic dragged on.
2. Where requested, coach and resource our pastors and elders to conduct virtual services and ministries and to identify new Kingdom opportunities during and after the pandemic.

As the pandemic progressed, our strategies have included:

- Coaching and technical training to assist churches in taking services online.
- Assessing the spiritual, mental, and emotional health of our Official Workers through a survey conducted in September 2020.
- Creating the *In-between* metaphor and associated resources in response to that survey.
- Upgrading the District's benefits program to include enhanced counselling, massage, and chiropractic services with no increase in premiums.
- Providing immediate and thoughtful interpretation and application of Public Health Orders to church leaders via emails and pacificdistrict.ca.
- Hosting the 'Let Praise Arise' online event to celebrate what God is doing in the CPD during the pandemic.
- Caring for Official Workers through Zoom meetings and pastoral care appointments. Lead Team members report a total of 241 such meetings during 2019-2020.
- Creating Zoom Hubs according to church size for groups of pastors to meet for prayer, mutual sharing and support, and training. Facilitating online gatherings for children's ministry pastors and leaders, youth pastors, missions pastors, executive pastors, and large church pastors.
- Linking pastors to online resources focused on self-care, theological reflection on pandemic-related issues, shifting leadership responsibilities, etc.
- Frequent interaction with our District Intercessors Team, led by Rae and Julene Hunter, whose members have prayed consistently and determinedly for our pastors, elders, and churches throughout the pandemic.
- Hosting online versions of *One to One* retreats.
- Curating a collection of video sermons on myCPD for church use.



the in-between
Let Praise Arise



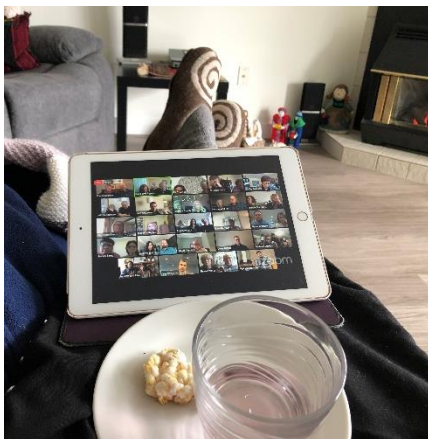
Rae & Julene Hunter

Anecdotally, the district team has been taught by many of our pastors and elders concerning both the toll of the pandemic and the opportunities it has provided in our churches.

Some have experienced painful internal polarization around pandemic restrictions and vaccinations. Numerous pastors lament preaching into a camera lens and testify that their relational orientation has suffered greatly. Pastors and elders feel out of touch with their church families, and vice versa. Church leaders report their deep angst over the reality that many in the church are languishing spiritually and relationally with no in-person worship and limited personal contact. As I've noted elsewhere, I believe we'll be months, maybe years, in fully appreciating the deleterious effects of COVID-19 on all of us in our churches.

Conversely, our churches that were well-connected to their communities in service and mission before the pandemic report effective pivots to new ways of ministering throughout the restrictions. Several churches have seen conversion growth through online Alpha courses and other outreach ministries. Most of our churches fared quite well financially in 2020 after trimming expenses and making their needs known to the church family. Several of our minority culture churches are encouraged to see their worship services viewed by many in other countries. Some churches are preparing to adjust their ministries in light of culture changes accelerated by COVID-19.

I note that while we normally honour those that have passed away during the public service at District Conference, due to the virtual format for 2021 this will be postponed until 2023.



Communion – *Let Praise Arise*



Filming at Westwood Alliance (Coquitlam)

Nurture: Leader Development

CPD LEADER DEVELOPMENT STRATEGIES

Grip-Birkman Assessment

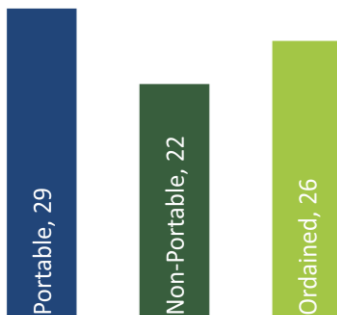
The Lead Team has been utilizing the Grip-Birkman assessment with new workers since 2015, and our workers have greatly resonated with the value of this tool for both self-knowledge/self-awareness and ministry fit. We routinely witness participants feeling affirmed in their level of self-understanding 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 also adopted a team debrief approach as GB is an effective tool in encouraging healthy team dynamics for church staff. To date, 50 teams have participated.

Grip-Birkman



LICENSED & ORDAINED WORKERS
2019-2021



Licensing and Ordination

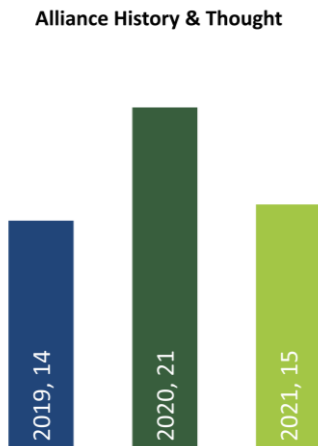
This well-established process was amended nationally in 2019 in order both to strengthen it and to have each district aligned in the uniform interpretation and implementation of the policy. As of March 2020, the entire licensing process moved to virtual platforms. While there is gratitude for the ability 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.



Steve Gascon's Ordination Service
Arrow Lakes Alliance (Nakusp)

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 Toews 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.

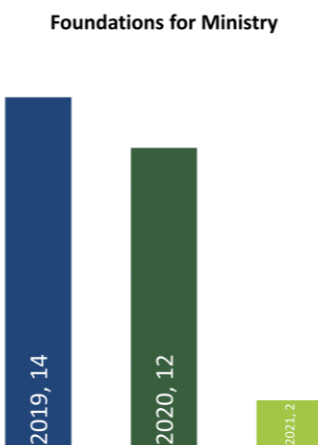
Alliance History and Thought



Each licensed worker, according to the C&MA *Licensing Policy*, is required to take the Alliance History & Thought class for credit if they have not completed it prior to being hired. Our district is extremely fortunate to continue to have Dr. Bernie Van De Walle teach it, in person, at our district office. This face-to-face modular class is a highlight in many of our workers’ leader development journey. It is anticipated each year and Bernie does a fantastic job of unpacking our denominational roots and DNA to many who are new to our family.

Unfortunately, due to COVID-19 restrictions in place in 2020, the class was deferred until 2022. A number of our pastors are currently taking the class in an online format from Ambrose University directly. A very large class is anticipated for spring 2022.

Foundations for Ministry



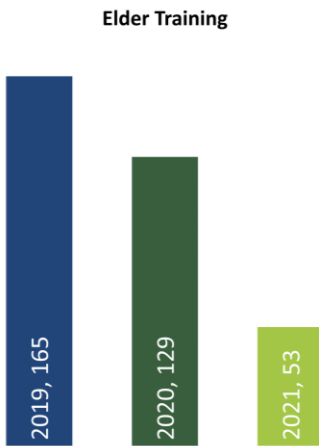
A number of our licensed workers have non-portable licenses. As part of their supplemental licensing requirements, our C&MA *Licensing Policy* requires them to take some theological classes for credit. Some of these pastors opt to take our Foundations For Ministry Diploma from Ambrose University. Five classes are offered over a three-year period each fall in the District Office. We consistently have fifteen to twenty students participating.

COVID-19 restrictions forced the cancellation of these classes in 2020. A number of pastors choose, in consultation with the District Office, to take two theological classes from an accredited institution. This is an opportunity to tailor the learning to specific theological development needs in the particular person and their ministry.

Equip

Equip is on hold until after the pandemic.

Elder Training



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.

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.

Leader Development Partners

Envision Canada:

- Identify, equip and launch new leaders through Envision Summit
- Trips
- Gap Semester
- Internships

Envision Greenhouse:

- An online mentoring initiative for young leaders

Global Semester:

- An 8-week cohort-based journey into mission

Theological Schools

In order to multiply our partnerships with schools attended by Alliance-background students, Dwayne 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, a 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.



Venture: Mobilization and Multiplication



Daren & Kristin Wride

CPD CHURCHES ON MISSION: A SAMPLE

- “We have new believers I haven’t even met yet!” said one of our pastors hosting Alpha online.
- Three churches are in serious dialogue with Andy Lambkin and The Nest re: possible affordable housing projects on their church property. Andy, The Nest, and the District Finance Committee have also assisted Richmond Capstan Alliance in their redevelopment project in the heart of Richmond. Burnaby Alliance and Coquitlam Alliance have expanded their buildings as their ministries grow.
- Daren and Kristin Wride have launched 12Church, a New Venture in Fort St. John in partnership with Fort St. John Alliance.
- Maple Park Alliance in Quesnel is partnering with Bart Metcalf and Misty Rivers Ministries to minister to First Nations families in Hazelton.
- Chilliwack Alliance gave Easter food hampers to needy families at an elementary school in their parish.
- Peace Portal Alliance (South Surrey) housed homeless people for several months over the winter.
- Tenth Church is welcoming and serving refugee families as they settle in Canada.
- Fraser Lands is working on an intentional strategy to reach a new social housing development being constructed across the street from the church.
- Coquitlam Alliance has been giving out food hampers, primarily to new Canadians and at least two people have come to faith in Christ through this.
- Surrey Alliance offers free income tax return preparation to low-income earners and seniors requesting assistance.
- The Cloverdale Community Kitchen, a ministry of Pacific Community Church (Lead Pastor, Jon Imbeau) is reaping increased goodwill from the community and local media through its food bank, bike shop, and meals for the homeless/under-employed/marginalized, and support for other local non-profits. Relational doors are being opened as people are served in Jesus’ name.



Cloverdale Community
Kitchen volunteers





**OUR MISSION MOBILIZER:
LISA ROHRICK**

Empowering and Mobilizing CPD churches for Global Mission

- Peace Portal commissioned an International Worker family to the North of Nineveh region in Jan 2021.
- Holly Duke recently conducted a virtual mission trip at Chilliwack Alliance to profile global mission.
- While Global Advance Fund giving is down, so are expenses. In the CPD, the giving to GAF for the first three months of 2021 was 94.6% of our faith goal.
- Seven of our district churches are exploring a partnership with our International Worker team and pastor in northern Iraq with the assistance of Hungry for Life.
- Engagement in India through the Gateway Project is ramping up both there and here. One strategy that pairs volunteer mentors from our churches with English-speaking residents of India seeking hope and encouragement is bearing fruit and moving to the next phase of its pilot-project.



Paul Brooks
Gateway Developer

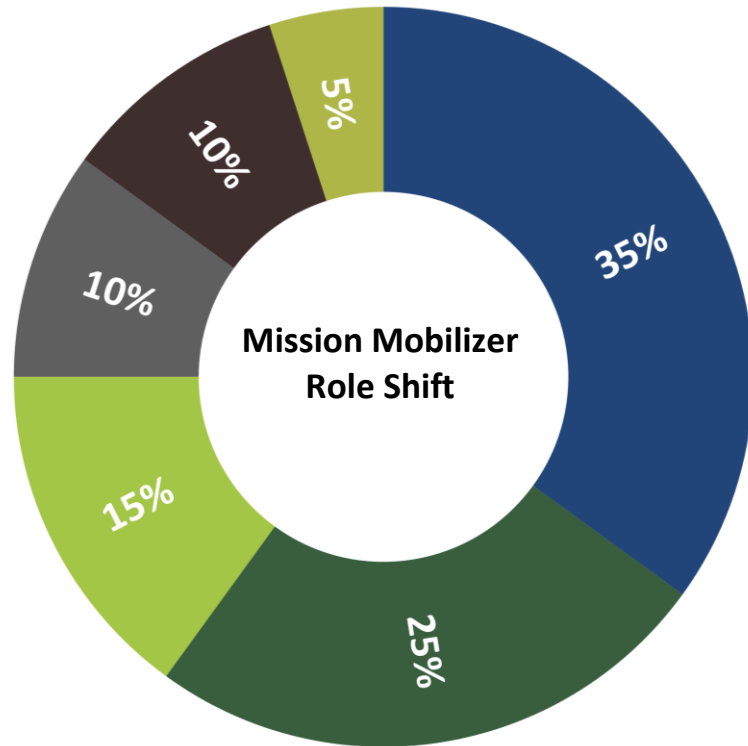


Northern Iraq Team

North of Nineveh		BOARDING PASS	BOARDING PASS
Name of passenger: Lisa Rohrick	Carrier: CAC	Flight No: NoN 2021	Name of passenger: Lisa Rohrick
From: Chilliwack YCW To: Duhok DHK	Date: 03/22/2021	From: Chilliwack YCW To: Duhok DHK	Date: 03/22/2021
Gate: M22	Boarding Time: 06:00	Gate: M22	Boarding Time: 06:00
An interactive virtual missions trip to Mesopotamia			

WHAT DO YOU DO WHEN A PANDEMIC SWALLOWS THE JOB YOU WERE HIRED TO DO?

IW Connection & Care
 Meeting with Pastors & Mission Leaders
 Lead Team Work
 National Mobilizer Team
 Preaching/Teaching
 Partnership Development



**Structure:
 Organizational
 Effectiveness**

DEXCOM OPERATION

- Your DEXCOM operates with a full-blown implementation of Policy Governance and is finding it to be highly effective in directing the District staff in the fulfillment of our Ends without micromanaging, while also providing a high level of protection of District assets, values, and reputation.

**LOCAL CHURCH DEBT AND
 DEXCOM INTERPRETATION OF THE
 CPD BYLAWS**

Sections 10.2 and 10.3 of the District Bylaws read as follows:

Church or Camp Borrowing

10.2 Except as provided in Bylaw 10.3, no church, camp, or similar undertaking of the Society may borrow any monies whatsoever.

Director Approved Borrowing

10.3 From time to time and at any time the directors may, by resolution, approve the borrowing of monies by way of a term loan, demand loan, line of credit or otherwise by any Local Church, camp or similar undertaking of the Society. Prior to authorizing any borrowing by any church, camp, or similar undertaking of the Society the directors shall satisfy themselves that such church, camp, or similar undertaking of the Society has the financial ability to repay such borrowings in the ordinary course and the Directors may require such church, camp, or similar undertaking of the Society to provide such proof as they deem requisite as a conditional precedent to the passing of any resolution authorizing such borrowing.



DEXCOM wishes to communicate to all churches that it interprets these clauses in the following manner:

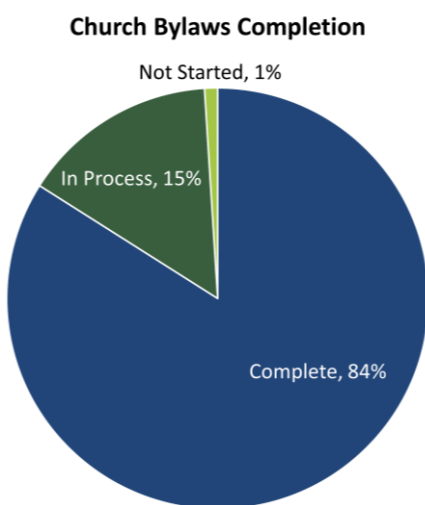
In order not to burden District churches with onerous administrative responsibilities and to keep the workloads of the District Finance Committee and DEXCOM realistic, DEXCOM does not require churches to seek its approval for church credit card debt or capital leases that do not exceed \$30,000. In effect, DEXCOM has pre-approved all churches for this type and level of indebtedness.

Any pastor or board of elders that wish to discuss this matter is invited to contact the District Office.

CHURCH BYLAWS

To ensure that all the bylaws of district churches were of high quality and in alignment with the *Local Church Constitution* and the *Societies Act* of BC, DEXCOM required that all organized churches meet the mandatory core as included in the *Model Church Bylaws*.

Churches were required to submit their bylaws for DEXCOM review by December 31, 2020, and some leniency was granted on that due date in light of the pandemic.



Compilation Engagements

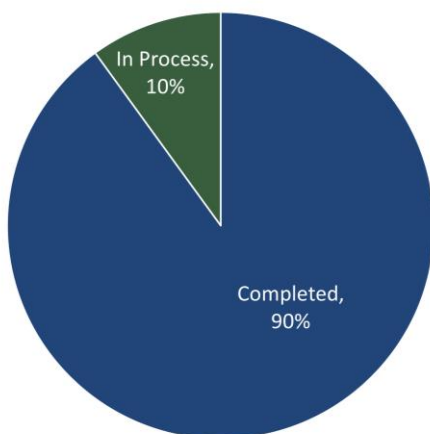
In June 2020, a change was enacted in the *Local Church Constitution*, Article 12.2, by the C&MA Board of Directors that allowed for churches by special resolution of the membership to use a compilation engagement, provided their annual revenue did not exceed \$250,000. Changes to Canadian accounting standards also now allow for compilation engagements to be completed in accordance with the *Accounting Standards for Not-for-Profit Organizations*.

Churches were notified of these changes in October 2020, and many have amended their bylaws using the revised financial clauses in the *Model Church Bylaws*. Several others are in the process of completing required amendments to align their bylaws to the *Local Church Constitution*, and work continues to support churches in addressing these changes.

SAFETY AND RISK MANAGEMENT

In 2018, all CPD churches were required to create, implement, maintain, and verify compliance to their own safety and risk management (S&RM) policy. Since then, churches have been in the process of reviewing and/or adopting and implementing their own safety and risk management (S&RM) policies according to the District's minimum standard. Churches have been supported by our District Safety and Risk Management Consultants (previously Joan Kroeger, currently Charlene Kane) and District staff in this task. Given the complexity of working with each church, significant time for this important project has been required.

S&RM Policies



Remarkable People

Since our last District Conference, Kar Park Chan (PC for Pastor Chan) has retired from his role with the District team and we were thrilled to welcome his successor, Genghis Chan, effective February 1, 2021. Sincere thanks to PC and welcome Genghis! We are also greatly strengthened (and we laugh more frequently) by the addition of Lisa Rohrick to our team as Mission Mobilizer. Lisa joined us on October 17, 2019. We are also very pleased to have added Caroline Tempel to our team on November 18, 2019.

I have been privileged to work alongside some extremely remarkable, delightful, and capable people across these past eight years. I am indebted to them more than you know, or I could express, and I sincerely honour them for their contribution to the life of our district.

**DISTRICT
STAFF**

Aaron Chan, Genghis Chan, Kar Park Chan, Maureen Cooper, Brian Derksen, Stacy Dryfhout, Larry Eide, Karen Hardy, Erin Knott, Nicki Lundrigan, Lisa Rohrick, Caroline Tempel, Dwayne Toews, Kim Tran, Leanne VanderMeer, Joanne Yen

**DISTRICT
PARTNERS**

Brian Buhler, Morris Dirks, Kevin Downey, Steve Foster, Jan Gray, Jan Heppner, Joy Huebert, Charlene Kane, Joan Kroeger, Andy Lambkin, Geoff Stewart, Gerry Teichrob, Daren Wride

**DEXCOM
MEMBERS**

Paul Bergmann, Abe Chan, Jeremy Cook, Joel Crosswell, Scott Dickie, Kevin Downey, Dave Driedger, John Gray, Louise Green, Walter Huebert, Mark Hutchinson, Janet Kirby, Jeffrey Ku, Anita Leung, Kent Maddigan, Andrew McGregor, Linda Rae, Steve Schneider, Ruby Stobbe, Kyle Trigg, Kyla Ward, Tony Wray

**FINANCE
COMMITTEE
MEMBERS**

George Brodie, Dean Cooper, Wes Drewlo, John Kaethler, Nicholas Lai, Art Sauder, Larry Savage, Yvonne Yua

**LICENSING AND
ORDINATION
COMMITTEE**

Murray Boldt, George Brodie, Jason Cheung, Paul Chiu, Scott Dickie, Holly Duke, Terry Dyck, Jared Enns, Ruth Goh-Tan, Jim Heuving, Ron Hunka, Mike Knott, Collins Kung, Anita Leung, John Poon, Caroline Tempel, Edwin Tsang, Marcus Tso, Tim Tze, Kyla Ward, Keith Whitaker, David Wood

**CHAPLAINS
COMMITTEE**

Stan Braun, Dwight Cuff, Diane Eide, Carol Goh, Ernie Gray, John Gray, Don Ibsen, Terry Ann Opperman, Ernie Roberts, Bruce Rushton, Bill Wong

**DISTRICT BYLAWS
COACH**

Ken Daly

**DISTRICT
INTERCESSOR'S
TEAM LEADERS**

Rae & Julene Hunter

**POWER
TEAM**

Ray and Vi Downey

Final Thoughts

Years ago, I was addressed by Jesus while reading John Stott's *What Christ Thinks of the Church*, his exposition of the seven letters to the churches in Revelation 2-3. Stott maintained that within those seven letters:

There is much here to call us to repentance and renewal, much to humble and shame us, much to warn us of the malice of our enemy, and much to incite us to fortitude and perseverance.
(Langham Creative Projects. Kindle Edition, location 197)

What Christ thinks of the Church is crucial to my own ecclesiology and to my own relationship to the local and universal Church. For at the center, Christ thinks of the Church as his own, as his Bride, as his treasured possession and the fruit of his Passion. Christ believes in the Church, builds and nurtures the Church, and loves the Church with a love both sacrificial and purifying. When one loves the Church, one loves what Christ loves.

It has been a great privilege for me to love the Church through my service as District Superintendent across these eight years.

Respectfully submitted,



Errol Rempel



District Office Team September 2017



REPORT OF THE DISTRICT NOMINATING COMMITTEE

After extensive preparatory work, your committee met in person June 21-23, 2020 at the District Office and subsequently for several online meetings on the following dates:

- August 19, 2020
- September 16 & 30, 2020
- October 29, 2020
- November 4, 2020
- December 2 & 9, 2020
- January 14, 22, & 24, 2021
- February 4, 11, & 18, 2021
- March 1 & 3, 2021

In-person interviews were conducted with District Superintendent candidates at the District Office on February 25 and 26, 2021.

As this is an election year for the Canadian Pacific District (CPD) District Superintendent position, we created a discernment process that followed the Policy on Process for Electing District Superintendents and embraced both extensive input, research, and evaluation along with extended times of prayerful discernment.

As well, the discernment process for recruiting candidates for the District Executive Committee (DEXCOM) followed the one outlined in the Policy on Process for Electing District Executive Committee Members.

We began with an appreciative inquiry of where the district has been moving over the past several years and discerning where we are headed. This process gave a much greater breadth and depth to our understanding of the needs of our district and the necessary characteristics for our next District Superintendent. This process included engaging with:

- CPD Official Workers (via survey in June & July 2020)
- President David Hearn (Christian & Missionary Alliance in Canada)
- Several District Superintendents:
 - Brent Trask (Western Canadian District)
 - Bernie Van De Walle (Canadian Midwest District)
 - Stephen Harbridge (Central Canadian District)
 - Curtis Peters (Eastern Canadian District)

- Cultural Association Leaders:
 - Cuong Do (Association of Vietnamese Alliance Churches in Canada)
 - Eynar Mina (Association of Spanish Alliance Pastors)
 - Aaron Tang & Genghis Chan (Canadian Chinese Alliance Churches Association)
- CPD District Executive Committee and District Superintendent, Errol Rempel
- District Office staff

From the results of the inquiry process and several inputs, we spent time prayerfully creating a profile for the District Superintendent position and published that in the Call for Nominations that was published on September 8, 2020. Several key elements were considered as part of our profile that was centred around our national value drivers:

1. **Culture** – Embody and multiply a culture of spiritual development and vitality, in alignment with the national vision, that compels us to Spirit-led risk-taking. As one person put it, they should ‘smell like Jesus’, have a clear anointing of the Spirit on them, and have a track record of leading others into the deeper life and Spirit-led mission.
2. **Nurture** – Lead as a bridge-builder and advocate of our diversity who identifies, develops, and supports leaders to be Christ-Centred, Spirit-Empowered, and Mission-Focused. With the uncertainty of the days we live in, there is a clear need for a Christian thinker who gets our ethos as a district and will help us think through pressing cultural issues and bring people together at the table for those challenging conversations. This includes continuing on the road of developing our awareness and practice of cultural fluency.
3. **Venture** – Courageously explore, embrace, catalyze, and support new and varied expressions of the Gospel that are context-specific. There are tremendous opportunities that are arising, along with the challenges we are facing through the pandemic, and we want to be agile and able to embrace those opportunities that God is opening up.
4. **Structure** – Strengthen and build on a strong foundation of administrative and governance structures to facilitate Kingdom growth.

We engaged potential applicants both proactively and reactively. Proactively, we approached individuals who had been recommended by national leadership; reactively, we engaged with individuals who replied to the call for nominations.

Applicants submitted nomination papers by November 16, 2020, and each applicant was treated with due diligence and fair treatment as we assessed their fit with our preferred candidate profile. This included an approximate two-hour online interview and review of their nomination papers.

Candidates who moved forward to the second phase of the process submitted:

- A position statement of vision, goals, and expected outcomes for a first term as District Superintendent
- A video vision presentation focused on Venture
- A completed Grip-Birkman Assessment
- A criminal record check that included a vulnerable sector check
- A list of references

Candidates moving on to the third phase came for an in-person interview at the District Office conducted February 25-26, 2021. They participated in a formal interview, gave a presentation tailored to an area of the national vision, engaged in prayer with the committee, participated in a leadership exercise, and had time socially with the committee. Following the interviews, the committee met for several hours of discussion and prayer over a few days to see how the Lord would lead us to a conclusion.

We are so grateful for each of the candidates who were part of this discerning process with us. As a committee, we have been struck by the quality of character, range of competencies, and deep commitment to Jesus that exists in the leaders in our Alliance family. We are truly blessed with the number of people God has given who could very capably step into leadership roles in our denomination. Thank you to each person who journeyed with us, through several stages of discernment and many assignments and hours of interviews, to discern what God was stirring in your heart for the season ahead.

After several months of working through the feedback, engaging candidates, and discerning, we bring the following partial report. Please note that the names of incumbents are *italicized*.

D I S T R I C T S U P E R I N T E N D E N T

Mark Peters

No other nomination papers for District Superintendent were submitted for District Conference as all other candidates withdrew their names from consideration. A brief resume of Mark's ministry experience and a statement of vision, values, and expected outcomes is included in this report on page 65 and following.

D I S T R I C T E X E C U T I V E C O M M I T T E E (D E X C O M)

Treasurer

Mark Hutchinson (Layperson, Chilliwack Alliance Church)

Secretary

Jeffrey Ku (Staff, North Richmond Alliance Church)

Members at Large

Abe Chan (Staff, Fraser Lands Church)

Carmen Kinniburgh (Official Worker, Vernon)

Janet Kirby (Layperson, Mission Creek Alliance Church)

Andrew McGregor (Staff, Fort St. John Alliance Church)

Andrew Martens (Staff, Trail Alliance Church)

Kenda Reimer (Staff, The River Church)

Long Truong (Staff, Langley Vietnamese Alliance Church)

Kyla Ward (Staff, Victoria Alliance Church)

GENERAL ASSEMBLY 2022 NOMINATING COMMITTEE

Joe Chan (Staff, CCACA)

Bronwyn Spilsbury (Staff, North Shore Alliance Church)

Alternate

Leon Throness (Staff, Chilliwack Alliance Church)

DISTRICT NOMINATING COMMITTEE 2023

Patrick Loo (Staff, Fraser Valley Alliance Church)

Carol Goh (Staff, Chilliwack Alliance Church)

Daren Wride (Official Worker, Transitional Pastors Network Coordinator)

DISTRICT CONFERENCE 2023 AUDIT REVIEW COMMITTEE

George Brodie (Staff, Revelstoke Alliance Church)

Deanna Akai (Layperson, Surrey Alliance Church)

Teresa Bartel (Layperson, Lake Country Church)

Kelsey Ferguson (Layperson, The River Church)

Elections will take place at the Virtual District Conference, on May 19, 2021.

Respectfully submitted by the District Conference 2021 Nominating Committee,

Cres Casimong (Secretary)

Michelle Derksen

David Driedger (Chair)

Joshua Koh

Kenda Reimer (Vice-Chair)

Keith Whitaker

MARK PETERS

I was born and raised in Surrey, BC, and grew up attending Surrey Alliance Church. After discerning a call to pastoral ministry, I moved to Regina to attend Canadian Bible College. After graduation, I joined the staff team at First Alliance Church (FAC) in Calgary, where I served for 9 years. It was during my time in Calgary that I met my future wife, Naomi, on a blind date; we have been married for the past 21 years. Naomi works part-time as a Registered Nurse in Community Health. We have two children: Luke is in Grade 12, and Anna is in Grade 9.

After leaving Calgary in 2006, Naomi and I returned to the West Coast. After two years of study at Regent College, I joined the staff team at North Shore Alliance as their Lead Pastor; I have served in this capacity for the past 13 years. What follows is a brief outline of my experience, education, and skill set/gifts.



EXPERIENCE

Pastor at First Alliance Church, Calgary 1997-2006

My 9 years at FAC were divided roughly between three roles: Jr. High Youth Pastor, Small Group/Teaching Pastor, and Evangelism/Teaching Pastor.

Lead Pastor at North Shore Alliance Church 2008-present

EDUCATION

Canadian Bible College, *Bachelor of Arts in Religion Honours* 1997
Trinity Western University, *Master of Arts in Leadership* 2002
Regent College, *Master of Theology* 2012
Portland Seminary, *DMin (Christ and Culture)* beginning fall 2021

SKILL SET/GIFTS

My primary spiritual gifts are wisdom, prophecy, leadership, and teaching; I experience God's presence and joy when I am leading teams, dealing with complexity, and communicating truth. I am a collaborative leader who enjoys creating environments where other leaders flourish. I am passionate about Scripture and theology and I enjoy applying biblical wisdom and Spirit-inspired knowledge to complex situations. I have some strengths when it comes to verbal and written communication and strategic thinking.



STATEMENT OF VISION, GOALS, AND EXPECTED OUTCOMES

For the last 13 years, I have had the privilege of being a part of the pastoral team at North Shore Alliance; I am passionate about the local church. I have enjoyed working with staff, launching new initiatives, strategic planning, preaching, and working with the Board. When the Nominating Committee asked if I would accept their nomination, I did so with joy and some sorrow. If elected, I trust God to direct me in serving the churches throughout the CPD.

To offer a list of goals and expected outcomes for the first term—in the absence of crucial firsthand information—goes against my instincts as a leader; what I offer here is provisional at best. I trust this brief vision paper will reveal some of my priorities and intended outcomes.

YEAR ONE

I don't intend to offer a year-by-year breakdown of goals and outcomes, but the first year will have particular priorities that will set the agenda for the remaining three years.

- **Connect with as many of our CPD workers as possible.** Covid restrictions have severely interrupted in-person meetings, travel, etc., but cultivating relationships with Official Workers and churches remains one of the highest priorities for the District Superintendent and Lead Team. With vaccines now being administered, it's possible that travel will begin to open up by the summer/fall; I would envision a blend of in-person and video meetings.
- **Affirm the current vision.** I don't believe that our District needs a new vision; our goal is to be Christ-centred, Spirit-empowered, and Mission-focused. What our district will need is ongoing strategies, new ventures, and new leaders to further implement this vision.
- **Critical Assessment.** Since we already know our vision, we need to assess where we are in order to develop the path forward. The areas for assessment would include the following:
 - **Implementation:** Vision by its very nature is, in one sense, aspirational; from where we stand, we look forward to a preferred future. Implementation is the path that gets us from "here" to "there". Within the first year, I would engage with the existing Lead Team and DEXCOM to review the CPD's key strategies and activities.

Questions I would be asking include:

- What strategies have the District adopted to help CPD churches become Christ-centred, Spirit-empowered, and Mission-focused? Are they working? And if not, why not?
- How is the CPD implementing our denomination's vision around *Nurture* and *Venture*?
- How do our District Retreats and Conference contribute to our vision? Are there changes to be made?
- Is there a way to expand the reach of the District Office by decentralizing some of its work?

- **Budget:** In this regard, I have more questions than answers but assessing the budget and aligning spending to stated priorities will be essential.
- **Structure:** From my perspective, good structure serves the vision; bad structure (or no structure) harms or restricts the vision. In recent years, the CPD has been strengthened by creating new structures, introducing policy-governance, etc. I have no wish to create new structures for the sake of it, but I have found that the very structures intended to protect, by their very nature, can also restrict vision.

PRIORITIES AND OUTCOMES

I shall briefly discuss provisional goals in the four areas of *Culture*, *Nurture*, *Venture*, and *Structure*.

Culture

Within the Alliance, *Culture* is a shorthand way of speaking about our commitment to being a Christ-centred, Spirit-empowered, and Mission-focused movement. However, more broadly speaking, “culture” refers to the ideas, values, practices, and behaviours of a particular people or society.

As I think about our churches—geographically, ethnically, and economically—I am aware of the rich diversity that marks us; we do not have a monolithic culture in the CPD. We are all called to the same vision, but where we are, and who we are, profoundly shapes the way we live out the vision.

Over the last few years, the CPD has been championing the value of cultural fluency; if we want to love our neighbour as ourselves, we need to know and understand our neighbour. Increasingly our towns, cities, and province are multi-ethnic; it’s both who we are and who we are trying to reach. Love for God and others will mean embracing and celebrating this reality; we need to grow in our ability to listen, understand, honour, and collaborate with each other.

Goal: *That the CPD would understand, embrace, and celebrate ethnic diversity as an expression of the gospel.*¹

- It is important to me that our District Office, DEXCOM, and committees reflect the diversity of our churches (with respect to age, gender, ethnicity, and geography).
- I’d also like to pursue a partnership with the Jaffray Centre to help our district grow in the area of cultural fluency and explore next steps in intercultural ministry.

Nurture

In the Christian and Missionary Alliance (C&MA) context, *Nurture*, refers to creating environments where leaders are identified, equipped, and released into kingdom ministry; *Nurture* assumes a commitment to emerging leaders and to new ventures.

The truth is that the majority of our Official Workers are north of 50 years old, and we don’t have enough leaders-in-training to replace them. Recent numbers suggest that up to 40% of new hires in local Alliance churches are hires from within (congregants)—many of whom have limited theological training.

¹ Galatians 3:26-28

Goal: *To raise up a current, and future, generation of pastors, bi-vocational, and international workers.*

- This will involve far greater collaboration than anything we have seen to date between the local church, the District, the National Ministry Centre, Envision, Ambrose University, etc.
- We need to provide core theological training for new hires (without theological education) who are working towards licensing; the CPD has some strategies in place that I would like to affirm, and possibly expand.
- I would like to strengthen partnerships with Ambrose University, Envision, and others.
- At the same time, we can leverage partnerships with CPD churches who have already created “ministry schools,” where teaching, mentoring, and ministry practicums are taking place. It would make sense to establish key partnerships within the various regions of the CPD.

Goal: *To prepare CPD churches to “think Christianly” in our rapidly changing culture.*

I fear that within the C&MA, at times, the pursuit of good theology has been seen as a distraction from “the mission.” In the last two years, we have witnessed the “Me Too” movement, conflict surrounding gender and sexuality, Medical Assistance in Dying (MAID) legislation, and the Black Lives Matter movement, to name a few. At times it has appeared that the church has been unprepared to speak creatively, intelligently, and courageously about these issues. From my perspective, this is one of the places where the mission needs to take place—where our culture is speaking about what they value.

In 1 Chronicles 12:32, the tribe of Issachar was noted for their wisdom—they understood their times and knew what to do. I am passionate about this pursuit—rigorous Christian thinking alongside cultural intelligence and engagement.

- I am currently serving as the chair of our C&MA’s theological committee, and I would like to do regionally what we are attempting to do nationally—create forums for ongoing theological reflection. We have able thinkers throughout our district who have the ability to host these kinds of conversations; I would seek to gather these thinkers/leaders and implement a strategy.

Venture

Venture describes our commitment to be on mission, all the time, everywhere, but in particular, to bringing the message of Jesus to those who have little to no access to Jesus. The C&MA has been using the language of *New Ventures* to refer to new gospel expressions or communities of faith, that may one day become an “organized” church.

Goal: *To create a culture within the CPD where creativity and risk are normal. We want to create a culture of listening, new leader development, and active partnership.*

- While the District might champion the idea of New Ventures, our primary role is not to dictate the “how;” you know how to reach your town or city better than we do. It would be my desire for the District team to stand with you, serve you, and resource you where possible.

Structure

I've already mentioned the importance of assessing the CPD's structures in order to affirm what is good and to revise what (if anything) hinders the CPD's vision. What follows are a few thoughts on how additional structures might serve our CPD churches.

Goal: *To further develop collaboration and resource sharing between CPD churches.*

- The greatest resource in the CPD is the experience, skills, and expertise of our leaders. I would like to leverage the expertise of one church (or a group of leaders) to resource and strengthen other churches (or leaders). This already happens informally, but I would like to give it some structure, finding willing partners, and creating a database of expertise that CPD churches can access.

Goal: *To develop a network of coaches and mentors in the CPD to provide support in areas such as leader development, governance, human resources, preaching, etc.*

- The need for mentorship does not disappear after ordination has been completed; in many respects, the learning is just beginning. Programs like *Arrow* have recognized the need for ongoing leadership mentoring and have taken steps to connect leaders to mentors in order to personalize (and optimize) leadership development. Developing this kind of network would begin with creating a culture where it is *normal* for experienced leaders to mentor/coach others who are outside of their own church.



NOMINATION PROFILES

DEXCOM (2021-2023)

CARMEN KINNIBURGH



Carmen lives in Vernon, BC with her husband of 17 years, Jeremy, and children Aria and Roscoe. She joined the team of Vernon Alliance Church in 2010, ministering as a children's pastor for 10 years. She has also served in ministry in Quesnel, BC and Hinton, AB after completing her bachelor's degree from Canadian Bible College in 2003. Her desire in ministry and life is to help others hear God's voice and to experience the freedom and fullness of love found in knowing Jesus and living kingdom lives.

Carmen enjoys spending her time reading, writing, walking, and exploring the trails in the North Okanagan with family and friends and anticipates starting her masters' studies in fall 2021. She loves theatre, playing soccer, travelling, and camping.

ANDREW MARTENS



I am a blessed husband and father. My wife and I have been married for 20 years and have two beautiful children, Samuel (19) and Bethany (14). I received a call into ministry as a young adult and was ordained by the C&MA in 2012. I have had the privilege of serving in several ministry roles, including elder and four years as an International Worker with the C&MA in Mexico City. I currently serve as Lead Pastor of Trail Alliance Church.

This past year both the COVID crises and complex social issues have put stress on our church communities. It is easy to get overwhelmed and lose sight of what is essential. Paul's statement in 1 Corinthians 2:2 has challenged and comforted me, "...For I decided to know nothing among you except Jesus Christ and him crucified." It is a reminder of our firm foundation, the message we preach, and the truth in the midst of chaos.

K E N D A R E I M E R



My husband, Darcy and I live in Squamish and co-pastor The River Church which we planted 15 years ago. We have four teen/young adult children. I grew up in Regina at Hillsdale Alliance and attended Canadian Bible College (CBC). I then worked at Bayridge Alliance, Kingston before attending Ontario Theological Seminary (now Tyndale) and graduating with my Master of Divinity counselling and am now a Registered Clinical Counsellor. While at seminary, I was the youth pastor at Ritson Rd. Alliance, Oshawa and volunteered at Valley View Alliance, Newmarket.

Following graduation, I became the residence director for women at CBC where we were married and started our family. Moving to North Shore Alliance I took a break from paid ministry until we moved to Squamish. Since coming to Squamish, I have become a trained Spiritual Director and have discovered through this practice a relationship with God that is deeper, more challenging, yet more intimate and real than ever before.

L O N G T R U O N G



Long Truong grew up in a Christian family. He has been married and has four grown-up children with their own families who are living in BC. He accepted Jesus Christ as his Saviour when he was 16 years of age. In 1967, through a special preacher in a youth conference, he heard the voice of God calling him to serve as a pastor. Since then, he has made a commitment to serve the Lord through a local church while being prepared for ministering.

Long served as a pastor of a C&MA church in Vietnam in the mid-1970s, and after emigrating to Canada in 1980, has served at the Edmonton Vietnamese Alliance Church, Victoria Vietnamese Alliance, Surrey Vietnamese Alliance, and now the Langley Vietnamese Alliance church. He also serves as a chaplain and is on the executive of the Association of Vietnamese Alliance Churches in Canada (AVAC).

GENERAL ASSEMBLY 2022 NOMINATING COMMITTEE

JOE CHAN



I am currently the Associate Executive Director for English Ministries with the Canadian Chinese Alliance Churches Association (CCACA.org). I have a passion for developing our English-speaking congregational leaders and walking alongside them through the intricacies of serving in bi-cultural/multicultural congregations. This is a new portfolio for CCACA and establishing the role has been quite a fun challenge through the pandemic.

I served as the Youth and Young Adults Pastor at Westwood Alliance Church (April 2009-March 2020), and previous to that, I served as the English Pastor at North Edmonton Alliance (Jun 2004-Mar 2009). I graduated with a B.Th. from CBC/Ambrose University in 2004 and try to take courses towards a Master of Arts in Leadership at Ambrose as time and finances allow. I married my wife Monique in 2003 and we have three kids aged 14, 11 and 9.

BRONWYN SPILSBURY



Bronwyn Spilsbury grew up in a missionary home in India and sensed a call to ministry from childhood. She has served for the past 12 years as Pastor of Family Ministries in Calgary and Vancouver churches, currently pastoring at North Shore Alliance.

Bronwyn worked at Canadian Bible College where her husband, Paul, was a professor for 21 years. Paul is now the Academic Dean and Professor of New Testament studies at Regent College, Vancouver. They have two young adult sons.

Bronwyn has a pilgrimage travel ministry, hosting and organizing several groups a year to the Holy Land, Egypt, Jordan, Italy, Greece, and Turkey. She also holds monthly retreats and seminars related to Scripture and Bible Lands. See pilgrimway.ca.

Bronwyn is a writer and speaker, a creative person and team player. She has served on several boards, bringing insight and inspiration. God willing, she would be glad to serve on the nominating committee.

LEON THRONESS



Leon Throness has pastored Alliance churches in Ontario, Alberta, and BC since 1980. During that time, he has also served on numerous committees, both national and district, including the Board of Governors of Ambrose University. Having successfully completed a succession plan at Chilliwack Alliance Church, Leon is happily working part-time for his successor!

Leon is married to Carol and together they are enjoying their three married children and seven grandchildren. Their son Chris is leading the Kamloops Alliance Church.

DISTRICT NOMINATING COMMITTEE 2023

CAROL GOH



I live in Chilliwack with my husband Andrew, our three teenage sons, and my Chinese-speaking mother-in-law. Andrew is from Singapore and I am from the States.

I've been on staff at Chilliwack Alliance since 2015 as the Parish Chaplain and now the Pastor for Seniors, Community Outreach, and Spiritual Care. I enjoy connecting our congregants to those who live around us through good neighbouring and practical acts of service.

PATRICK LOO



I grew up in the Philippines and came alive to Christ at age 19. My wife Rowena and I came to Vancouver in 1991 and were blessed with two daughters and more recently, with a son-in-law and then a granddaughter.

From studies at Regent College, I served as Pastor of the Filipino Alliance Church of Toronto and then New Life Alliance in North Vancouver. After a year back in the Philippines I was with the London Chinese Alliance in Ontario as Asst. Pastor. I am now in the middle of my fourth year at Fraser Valley Alliance in Delta.

Mercifully, the Lord is not finished shaping my life. He continues to fuel a passion for His Word and teach me how a follower of Jesus is to live as a part of Christ's body in its witness to the world around.

DAREN WRIDE



Since beginning pastoral ministry in 1990, Daren pastored in Valleyview and Hinton, Alberta and Lake Country, BC. In 2011 he and Kristin became involved in transitional ministry around the province, serving as transitional pastor in Cranbrook, Kelowna, Fort St. John, Prince George, and Invermere. He also provides transitional coaching for other churches around the province and is the facilitator of the District Transitional Pastors Network.

Daren & Kristin have recently moved to Fort St. John where, in addition to various transitional roles, they are partnering with the Alliance church in a New Venture to develop a regional alternative church, with a strong emphasis on evangelism and disciple-making. Daren and Kristin have been married since 1987. They have two married children and two grandchildren.

DISTRICT CONFERENCE 2023 AUDIT REVIEW COMMITTEE

GEORGE BRODIE



Before entering into ministry, I worked as an accountant for 20 years in various capacities, including as a financial controller of a large corporation. God called me into full-time ministry 12 years ago. Six of those years were spent as Pastor of Care and Connection at Chilliwack Alliance Church and a further six as Senior Pastor of Revelstoke Alliance Church, where I still currently serve.

I'm happily married for 27 years with four wonderful and amazing children, one of whom is still in high school. I'm a lifelong learner and am currently studying for my Master of Biblical Studies at Alliance Theological Seminary at Nyack College. It is amazing how little I know and how much more there is to learn!

Just like everyone else I'm feeling my way through this pandemic - one step at a time. A challenging time for us all!



DISTRICT CONFERENCE AUDIT REVIEW COMMITTEE REPORTS

APRIL 20, 2020

Acting on the Terms of Reference for the District Conference Audit Review Committee, a virtual meeting using Microsoft Teams was held March 26, 2020 at 1:00pm, hosted by Dwayne Boyd located in Vernon, BC.

The Committee met with Michael Loewen, CPA, representing the District's auditing firm of Loewen Kruse.

The meeting was very productive with questions answered and clarification provided by Mr. Loewen. Three questions were referred to Aaron Chan, District Finance Director, for clarification. Specifically; a question regarding the creation of a new Operating Reserve expense line, the difference between income vs expenditures for insurance, and the apparent increase in revenue realized through event registration. These questions have been answered to our satisfaction.

An additional review of the revised statements was performed prior to the 2020 Annual General Meeting and all questions were answered to our satisfaction.

As a result of our review:

- The Committee assures the Annual General Meeting that the District's accounting and reporting practices are of the highest quality.
- We recommend to District Conference and the Annual General Meeting the acceptance of the audited financial statements for the year 2019 as prepared by Loewen Kruse.
- Together with management, we are prepared to recommend to District membership the firm of Loewen Kruse, Chartered Professional Accountants, as the independent auditors for the District for the ensuing year.

Respectfully submitted,

Dwayne Boyd, Chair
Teresa Bartel
Kelsey Ferguson
Deanna Akai

MARCH 26, 2021

Acting on the Terms of Reference for the District Conference Audit Review Committee, two virtual meetings using the Zoom platform were held on March 18, 2021 at 1:00pm and March 26, 2021 at 1:00pm respectively. These were hosted by Dwayne Boyd located in Vernon, BC.

The Committee met with Michael Loewen, CPA, representing the District's auditing firm of Loewen Kruse. The meeting was very productive with questions answered and clarification provided by Mr. Loewen. One question that was of specific interest was related to the BC Emergency Fund; it was noted that during a pandemic season that no funds had been disbursed. Upon further investigation, the fund's purpose is specifically related to providing relief in the event of wildfires or flooding hence the explanation of no disbursement.

The Committee noted that in the management letter there was a reference to an omission of posting some adjusting journal entries. This was discussed with Michael Loewen and assurances were given that the adjustments were related to inter-fund transfers and amortization, and so were not adjustments that impacted management's decision making this year.

As a result of our review:

- The Committee assures the Annual General Meeting that the District's accounting and reporting practices are of the highest quality.
- We recommend to District Conference and the Annual General Meeting the acceptance of the audited financial statements for the year 2020 as prepared by management in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").
- Together with management, we are prepared to recommend to District membership the firm of Loewen Kruse, Chartered Professional Accountants, as the independent auditors for the District for the ensuing year.

Respectfully submitted,

Dwayne Boyd, Chair
Teresa Bartel
Kelsey Ferguson
Deanna Akai

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT
Financial Statements
December 31, 2020

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

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Year Ended December 31, 2020

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INDEPENDENT AUDITOR'S REPORT

To the Members of Christian and Missionary Alliance - Canadian Pacific District

Report on the Financial Statements

Opinion

We have audited the financial statements of Christian and Missionary Alliance - Canadian Pacific District (the "Society"), which comprise the statement of financial position as at December 31, 2020, and the statements of changes in fund balances, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2020, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report to the Members of Christian and Missionary Alliance - Canadian Pacific District *(continued)*

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

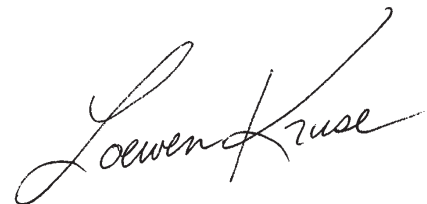
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian Accounting Standards for Not-for-profit Organizations have been applied on a basis consistent with that of the preceding year.

Burnaby, British Columbia
April 1, 2021



Chartered Professional Accountants

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Statement of Financial Position

December 31, 2020

	Unrestricted Fund	Internally Restricted Fund	2020	2019
ASSETS				
CURRENT				
Cash	\$ 478,513	\$ -	\$ 478,513	\$ 319,780
Restricted cash	627,534	2,295,127	2,922,661	2,463,103
Investments	-	1,654,458	1,654,458	1,009,308
Due from related parties (Note 4)	23,321	-	23,321	29,952
Receivable from government authorities (Note 3)	19,334	-	19,334	5,541
Prepaid expenses	39,647	-	39,647	52,516
Health benefits plan fund	51,501	-	51,501	51,437
Note receivable (Note 5)	1,734,000	-	1,734,000	1,734,000
Development fund loans receivable (Note 6)	-	3,990,298	3,990,298	5,614,664
	2,973,850	7,939,883	10,913,733	11,280,301
LIFE INSURANCE POLICY	12,960	-	12,960	12,537
CHURCH PROPERTIES HELD FOR SALE (Note 7)	46,055	-	46,055	269,425
INTANGIBLE ASSETS (Note 8)	6,394	-	6,394	8,467
CAPITAL ASSETS (Note 9)	1,625,738	-	1,625,738	1,648,655
	\$ 4,664,997	\$ 7,939,883	\$ 12,604,880	\$ 13,219,385
LIABILITIES AND FUND BALANCES				
CURRENT				
Accounts payable	\$ 141,011	\$ -	\$ 141,011	\$ 117,451
Interest payable on development funds (Note 10)	-	21,268	21,268	26,284
Current portion of obligations under capital lease	3,126	-	3,126	4,071
Deferred revenue (Note 11)	627,534	-	627,534	556,475
Development fund loans payable (Note 10)	-	6,741,151	6,741,151	7,314,458
Mortgage payable (Note 12)	-	274,928	274,928	272,230
	771,671	7,037,347	7,809,018	8,290,969
CAPITAL LEASE	-	-	-	3,148
	771,671	7,037,347	7,809,018	8,294,117
FUND BALANCES				
Unrestricted	3,893,326	-	3,893,326	4,007,640
Internally restricted (Note 13)	-	902,536	902,536	917,628
	3,893,326	902,536	4,795,862	4,925,268
	\$ 4,664,997	\$ 7,939,883	\$ 12,604,880	\$ 13,219,385

CONTINGENT LIABILITIES (Note 16)

ON BEHALF OF THE BOARD

 Director

 Director

See notes to financial statements

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT**Statement of Changes in Fund Balances****Year Ended December 31, 2020**

	Unrestricted Fund	Internally Restricted Fund	2020	2019
FUND BALANCES - BEGINNING OF YEAR	\$ 4,007,640	\$ 917,628	\$ 4,925,268	\$ 4,823,642
Excess (deficiency) of revenue over expenses	217,791	(347,197)	(129,406)	101,626
Interfund transfers (Note 14)	(332,105)	332,105	-	-
FUND BALANCES - END OF YEAR	\$ 3,893,326	\$ 902,536	\$ 4,795,862	\$ 4,925,268

See notes to financial statements

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Statement of Operations

Year Ended December 31, 2020

	Unrestricted Fund	Internally Restricted Fund	2020	2019
REVENUE				
Insurance	\$ 1,417,039	\$ -	\$ 1,417,039	\$ 1,409,752
District operating	793,751	-	793,751	821,444
Interest	211,873	-	211,873	289,293
Canadian ministries	205,222	-	205,222	251,420
Federal government wage subsidies	75,881	-	75,881	-
Insurance plan administration fee	66,000	-	66,000	60,000
Gain on sale of church property	44,588	-	44,588	-
Donations, ministry and miscellaneous income	42,170	-	42,170	233,830
Event registration	12,475	-	12,475	66,094
Unrealized gain on life insurance investment	424	-	424	423
	<u>2,869,423</u>	<u>-</u>	<u>2,869,423</u>	<u>3,132,256</u>
EXPENSES				
Insurance	1,422,539	-	1,422,539	1,412,526
Salaries and wages	730,657	-	730,657	596,507
Canadian ministries expenses (Schedule 1)	265,043	-	265,043	459,871
Operating Reserve Expenses (Schedule 2)	-	172,649	172,649	33,255
Interest on development fund loans	-	146,181	146,181	168,345
Administrative expenses (Schedule 3)	143,569	-	143,569	150,514
Forgiveness of accrued interest	34,000	-	34,000	34,000
Legacy stewardship initiatives	-	28,292	28,292	30,712
Amortization of capital assets	27,820	-	27,820	29,631
Miscellaneous	14,592	-	14,592	6,014
New venture expenses	7,230	-	7,230	3,564
Bank charges and interest	3,331	75	3,406	3,133
Amortization of intangible assets	2,851	-	2,851	2,558
Donation	-	-	-	100,000
	<u>2,651,632</u>	<u>347,197</u>	<u>2,998,829</u>	<u>3,030,630</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	<u>\$ 217,791</u>	<u>\$ (347,197)</u>	<u>\$ (129,406)</u>	<u>\$ 101,626</u>

See notes to financial statements

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Statement of Cash Flows

Year Ended December 31, 2020

	Unrestricted Fund	Internally Restricted Fund	2020	2019
OPERATING ACTIVITIES				
Excess (deficiency) of revenue over expenses	\$ 217,791	\$ (347,197)	\$ (129,406)	\$ 101,626
Items not affecting cash:				
Amortization of capital assets	27,820	-	27,820	29,631
Amortization of intangible assets	2,851	-	2,851	2,558
Loss on disposal of capital assets	6,813	-	6,813	-
Gain on sale of church property	(44,588)	-	(44,588)	-
Unrealized gain on life insurance investment	(424)	-	(424)	(423)
	210,263	(347,197)	(136,934)	133,392
Changes in non-cash working capital (Note 15)	100,262	(5,016)	95,246	80,879
Cash flow from (used by) operating activities	310,525	(352,213)	(41,688)	214,271
INVESTING ACTIVITIES				
Redemption (purchase) of investments	-	(645,150)	(645,150)	1,206,115
Decrease (increase) of development fund loans receivable	-	1,624,366	1,624,366	(373,817)
Purchase of capital assets	(12,694)	-	(12,694)	(19,065)
Proceeds on sale of capital assets	268,158	-	268,158	-
Cash flow from investing activities	255,464	979,216	1,234,680	813,233
FINANCING ACTIVITIES				
Development fund loans paid	-	(573,307)	(573,307)	(393,004)
Increase (decrease) of mortgage payable	-	2,698	2,698	(39,733)
Repayment of capital lease	(4,092)	-	(4,092)	(4,008)
Cash flow used by financing activities	(4,092)	(570,609)	(574,701)	(436,745)
OTHER CASH FLOW ITEMS				
Interfund transfers	(332,105)	332,105	-	-
INCREASE IN CASH FLOW	229,792	388,499	618,291	590,759
Cash - beginning of year	876,255	1,906,628	2,782,883	2,192,124
CASH - END OF YEAR	\$ 1,106,047	\$ 2,295,127	\$ 3,401,174	\$ 2,782,883
CASH CONSISTS OF:				
Unrestricted cash	\$ 478,513	\$ -	\$ 478,513	\$ 319,780
Internally restricted cash	-	2,295,127	2,295,127	1,906,628
Externally restricted cash	627,534	-	627,534	556,475
	\$ 1,106,047	\$ 2,295,127	\$ 3,401,174	\$ 2,782,883

See notes to financial statements

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

1. PURPOSE OF THE SOCIETY

Christian and Missionary Alliance - Canadian Pacific District (the "Society") is incorporated under the Societies Act of British Columbia and is a registered charity under the Income Tax Act and as such is exempt from income taxes.

The purpose of the Society is to provide ministry, development, and administrative services to the Christian and Missionary Alliance in Canada churches and associated ministries in the Province of British Columbia and Yukon.

During the year, the Society's operations were significantly affected by the COVID-19 pandemic. Specifically, in late March 2020 the facilities of the associated churches were closed for use by the congregations, with worship services and ministry activities either discontinued or moved online. As a result, some revenue sources were disrupted and reductions to many ministry expenses occurred. Although to date the impact of COVID-19 on the Society has been minimal, there are still continued pressures on associated churches related to the re-opening of the facilities and resumption of in-person worship services and other ministry activities, and therefore district operating support and loan repayments. Potential revenue loss reductions and decreases in cash flow could require the Society, as guarantor, to make mortgage and loan payments on behalf of the associated churches. Returning to pre-epidemic levels of operations will depend on the effectiveness of vaccines currently being deployed by the federal and provincial levels of government, as well as achieving certain thresholds of vaccination for the region's population.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

These financial statements present only the financial position, changes in fund balances, results of operations and changes in cash flows of the Christian and Missionary Alliance - Canadian Pacific District. The 82 individual associated churches account for their own financial position, changes in fund balances, results of operations and cash flows, as well as any assets that may be on title with the Society, but for which the churches have beneficial use.

Fund Accounting

The Society follows the restricted fund method of accounting for contributions.

The Unrestricted Fund reports the assets, liabilities, revenue, and expenses relating to the general operations of the Society and related administrative and ministry expenses, including the revenue and expenses related to the furtherance of the Christian and Missionary Alliance in Canada ministries throughout British Columbia and Yukon.

The Internally Restricted Fund consists of three internally restricted funds including Special Projects Fund, Development Loans Fund and the Operating Reserve Fund. See *Note 13* for a breakdown of the fund details.

- The Internally Restricted Development Loans Fund reports the assets, liabilities and expenses relating to the development fund program which advances funds to associated congregations in the Province of British Columbia and Yukon to assist in financing of construction and improvements of church buildings.

(continues)

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

- The Internally Restricted Special Projects Fund reports the assets, liabilities and expenses relating to funds restricted by the directors for special projects.
- The Internally Restricted Operating Reserve Fund reports the assets, liabilities and expenses for special donations, scholarships, new ventures, or special ministries.

Revenue Recognition

Externally restricted contributions related to general operations are recognized as revenue in the Unrestricted Fund in the year in which the related expenses are incurred. Externally restricted amounts can only be used for purposes designated by the contributor. All other externally restricted contributions are recognized as revenue of the appropriate restricted fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions, including federal government wage subsidies, are recognized as revenue of the Unrestricted Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Insurance revenue represents Group Insurance Premiums collected by the Society from associated churches in the Province of British Columbia and Yukon and is recognized in the Unrestricted Fund in the year in which the related expenses are incurred and over the period of insurance coverage, which for the liability insurance portion of premiums is normally April 1st to March 31st. Premiums collected and not yet paid out are recorded in deferred revenue.

District operating revenue represents the contribution paid by associated church congregations in the Province of British Columbia and Yukon to the Society for general operations and is recognized in the Unrestricted Fund when received.

Investment revenue and insurance plan administration fee is recognized as revenue in the Unrestricted Fund when earned using the accrual method of accounting.

Canadian ministries revenue represents funds donated for the Canadian ministries of the Christian and Missionary Alliance in Canada by associated churches and is recognized in the Unrestricted Fund when received.

Event registration revenue is recognized as revenue of the Unrestricted Fund in the year the event is held.

Financial Instruments

All financial instruments are initially recorded at their fair market value. Publicly traded equity instruments quoted in an active market are subsequently measured at fair value with any unrealized gains or losses and transaction costs recognized in net excess of revenue over expenses. All other financial instruments are adjusted for any transaction costs incurred on acquisition and are subsequently measured at their amortized cost. Financial instrument impairments and impairment reversals are recognized when incurred in net excess of revenue over expenses.

Cash and Cash Equivalents

Any term deposits or similar contractual instruments that are cashable and have a maturity term of three months or less are classified as cash equivalents.

(continues)

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Investments

Investments consist of guaranteed investment certificates ("GICs") that are cashable and have maturity dates of more than three months. These investments have been classified as current assets as they will mature within the next fiscal year. The GICs mature in August 2021 and September 2021 and have interest rates of 0.750% and 0.800% per annum, respectively. The investments are recorded at cost and include accrued interest to December 31.

Health Benefits Plan Fund

Health benefits plan fund consists of amounts held in a self-funded health benefits plan account to be used for health benefits expenses in future periods. The deposit is the property of the Society, however is not presented as part of cash as it can not be recovered or withdrawn immediately. As it is still liquidable within the next fiscal year it has been presented as a current asset.

Life Insurance Policy

The Society is a partial owner and beneficiary of a life insurance policy which has been valued at its cash surrender value as of December 31. The value is adjusted each year with any unrealized gain or loss recorded in the Statement of Operations. Management's intention is to hold the policy long term and as such it is presented as a long term asset on the Statement of Financial Position.

Intangible Assets

Intangible assets include software and website and are stated at cost less accumulated amortization, with any impairment in the long-term service potential to the Society recognized immediately in net revenue over expenses. Intangible assets contributed are recorded at the fair value as of the date of receipt. The software and website are being amortized on a straight-line basis over their estimated useful lives of two and five years, respectively.

Capital Assets

Capital assets purchased are stated at cost less accumulated amortization. Capital assets contributed are recorded at the fair value as of the date of receipt. Amortization is provided at various rates on a basis designed to amortize the assets over the estimated useful lives. Amortization is reported in the Unrestricted Fund. The amortization rates and methods are as follows:

Buildings and building improvements	50 years	straight-line method
Computer equipment	30%	declining balance method
Furniture and equipment	20%	declining balance method
Copier under capital lease	5 years	straight-line method

No amortization is taken on artwork.

Foreign Currency Translation

All monetary assets and liabilities of operations denominated in currencies other than Canadian dollars have been translated into Canadian dollars at the rate of exchange in effect at the Statement of Financial Position date. Non-monetary items are translated at historical exchange rates, unless such items are carried at market, in which case they are translated at the rate of exchange in effect at the Statement of Financial Position date. Gains and losses resulting from the translation of assets and liabilities are reflected in excess of revenue over expenses of the year.

(continues)

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Contributed Services and Materials

Volunteers assist the Society in carrying out its operations. Due to the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

Contributed materials or gifts-in-kind are only recognized when their fair value is reasonably determinable and significant, with such items recorded at fair value on the date of the contribution. During the year, the Society received gifts-in-kind of \$1,899 for life insurance policy premiums (2019 - \$1,899 for life insurance policy premiums).

Multiemployer Plan

The Society participates in the Alliance Retiral Fund (ARF) administered by the Christian and Missionary Alliance in Canada, which is a defined contribution plan related to future employee benefits. The Society is only responsible for payments as specified under the plan agreement. The contribution amounts are determined based on employee services rendered during the year. During the year, the Society paid \$28,127 (2019 - \$22,754) for employer contributions to the plan.

Measurement Uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Material uncertainties involving management estimates include the determination of useful lives of capital assets for the purposes of calculating amortization, specifically the useful life of the building and improvements.

3. RECEIVABLE FROM GOVERNMENT AUTHORITIES

	<u>2020</u>	<u>2019</u>
Temporary Wage Subsidy	\$ 13,750	\$ -
Canada Emergency Wage Subsidy	2,860	-
GST recoverable	2,724	5,541
	<u>\$ 19,334</u>	<u>\$ 5,541</u>

4. RELATED PARTY TRANSACTIONS AND DUE FROM/TO RELATED PARTIES

The following is a summary of the Society's related party transactions:

	<u>2020</u>	<u>2019</u>
Revenue from associated churches		
Insurance	\$ 1,417,039	\$ 1,409,752
District operating	793,751	821,444
Canadian ministries	205,222	251,420
Interest	138,849	171,619
	<u>\$ 2,554,861</u>	<u>\$ 2,654,235</u>

(continues)

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT**Notes to Financial Statements****Year Ended December 31, 2020****4. RELATED PARTY TRANSACTIONS AND DUE FROM/TO RELATED PARTIES (continued)**

	<u>2020</u>	<u>2019</u>
During the year, the Society paid out the following to related parties:		
Subsidies to associated churches	\$ 49,130	\$ 52,257
Salaries and wages, International worker expenses, new venture expenses, operating reserve expenses Christian and Missionary Alliance in Canada <i>(related by significant influence as the Society operates under the National Organization's constitution)</i>	74,500	37,573
Operating reserve expenses, education fund, events and conferences Ambrose University <i>(related by common significant influence)</i>	191,116	141,573
New venture expenses Christian and Missionary Alliance - St. Lawrence District <i>(related by common significant influence)</i>	6,000	22,500
Strategic partnership Christian and Missionary Alliance - Eastern Canadian District <i>(related by common significant influence)</i>	-	1,000
	<u>\$ 320,746</u>	<u>\$ 254,903</u>

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

At December 31, 2020, there was \$23,321 (2019 - \$29,952) due from associated churches for insurance and interest, \$7,337 (2019 - \$10,636) due to associated churches for development loans interest included in interest payable on development funds and \$2,442 (2019 - \$11,590) due to a related party for miscellaneous expenses included in accounts payable. These amounts are due to and from according to normal trade terms and as such have been classified as current assets and liabilities.

Additional related party transaction and balance information relating to the development fund is found in *Note 6 and 10*.

5. NOTE RECEIVABLE

The note receivable consists of a \$1,700,000 promissory note from the Kawkawa Camp Society. The \$1,700,000 is secured by a charge on the property registered against the land and building located at 66706 and 66727 Kawkawa Lake Road in Hope, British Columbia and is due on demand.

Interest on the \$1,700,000 is calculated at 2% per annum with the interest on the principal amount forgiven annually on January 1 of each year based on certain conditions being met.

The note receivable consists of the following:

	<u>2020</u>	<u>2019</u>
Principal portion	\$ 1,700,000	\$ 1,700,000
Accrued interest	34,000	34,000
	<u>\$ 1,734,000</u>	<u>\$ 1,734,000</u>

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

6. DEVELOPMENT FUND LOANS RECEIVABLE

The Society administers a development loan fund to assist in the financing of construction and improvement costs of church buildings for associated churches. The titles to the church properties are held in the name of the Society, securing the loans. In 2020, the loans bore interest at a rate of 3.50% per annum until April 30, 2020, 3.35% per annum from May 1, 2020 to October 31, 2020 and 3.25% from November 1, 2020 to the end of the year. The loans are due on demand and repayment terms are both interest and principal paid monthly or interest paid monthly with unscheduled principal payments.

Total development fund loans receivable as at December 31, 2020 was \$3,990,298 (2019 - \$5,614,664).

7. CHURCH PROPERTIES HELD FOR SALE

When an associated church ceases activity, the beneficial use of the related property reverts to the Society. These properties are held by the Society with the intention of resale and therefore no amortization is taken.

8. INTANGIBLE ASSETS

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Software	\$ 7,825	\$ 7,428	\$ 397	\$ 1,063
Website	26,564	20,567	5,997	7,404
	\$ 34,389	\$ 27,995	\$ 6,394	\$ 8,467

9. CAPITAL ASSETS

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Land	\$ 1,001,249	\$ -	\$ 1,001,249	\$ 1,001,249
Building	333,750	50,062	283,688	290,363
Building improvements	345,020	51,662	293,358	300,015
Computer equipment	44,282	23,767	20,515	22,672
Furniture and equipment	56,629	38,817	17,812	21,252
Copier under capital lease	19,941	16,900	3,041	7,029
Artwork	6,075	-	6,075	6,075
	\$ 1,806,946	\$ 181,208	\$ 1,625,738	\$ 1,648,655

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

10. DEVELOPMENT FUND LOANS PAYABLE

The development fund loans payable represents unsecured loans advanced from associated churches and individual members and adherents of associated churches and are payable upon 30 days written demand notice. The interest on the loans is payable to the Depositors on April 30th and October 31st each year and is calculated at a rate of 2% above the Royal Bank of Canada 179 days redeemable GIC rate as at April 30th and October 31st or 0.5% above the Bank of Canada policy rate at the same dates, whichever is higher. The related interest payable as at December 31, 2020 was \$21,268 (2019 - \$26,284).

The development loans payable consists of the following:

	<u>2020</u>	<u>2019</u>
Due to members and adherents of associated churches	\$ 4,092,229	\$ 4,391,617
Due to associated churches	2,648,922	2,922,841
	<u>\$ 6,741,151</u>	<u>\$ 7,314,458</u>

11. DEFERRED REVENUE

Deferred revenue represents contributions and revenue designated for various operating programs not yet disbursed or recognized and is comprised of:

	Opening balance	Amounts received	Recognized as revenue	Less administration fee	Closing balance
Insurance plan revenue	\$ 497,765	\$ 1,443,779	\$ 1,312,339	\$ 66,000	\$ 563,205
BC Emergency Fund contributions	31,599	-	-	-	31,599
Liability insurance revenue	24,961	106,318	104,699	-	26,580
Women's ministries contributions	1,652	4,000	-	-	5,652
Benevolence Fund contributions	498	-	-	-	498
	<u>\$ 556,475</u>	<u>\$ 1,554,097</u>	<u>\$ 1,417,038</u>	<u>\$ 66,000</u>	<u>\$ 627,534</u>

12. MORTGAGE PAYABLE

The Society is the trustee of an RRSP fund administered by Canadian Western Trust. A portion of the monies deposited into the RRSP fund have been lent to the Society as a mortgage, which is due on demand, bears interest at the average of the one year GIC rate for National Bank of Canada, Royal Bank of Canada and Toronto Dominion Bank as published at the end of the previous quarter and is secured by the land registered in the Society's name but accounted for and reported by one of the associated churches (See Note 2).

The mortgage payable balance as at December 31, 2020 was \$274,928 (2019 - \$272,230).

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

13. INTERNALLY RESTRICTED FUNDS

Internally restricted funds consist of:

	Opening balance	Expenses	Interfund transfers	Ending balance
Development Loans Fund	\$ 531,632	\$ 146,256	\$ 138,850	\$ 524,226
LSI Legacy Stewardship Initiative Fund	219,251	28,292	-	190,959
Operating Reserve Fund	166,745	172,649	193,255	187,351
	<u>\$ 917,628</u>	<u>\$ 347,197</u>	<u>\$ 332,105</u>	<u>\$ 902,536</u>

14. INTERFUND TRANSFERS

During the year, \$138,850 was transferred from the Unrestricted Fund to the Internally Restricted Development Loans Fund to restrict the interest income earned on development fund loans.

During the year, \$193,255 was transferred from the Unrestricted Fund to the Internally Restricted Operating Reserve Fund to fund the reserve.

15. CHANGES IN NON-CASH WORKING CAPITAL

	2020	2019
Due from related parties	\$ 6,631	\$ (11,774)
Receivable from government authorities	(13,793)	(851)
Prepaid expenses	12,869	(6,844)
Health benefits plan fund	(64)	(257)
Accounts payable	23,560	38,609
Interest payable on development funds	(5,016)	(91)
Deferred revenue	71,059	62,087
	<u>\$ 95,246</u>	<u>\$ 80,879</u>

16. CONTINGENT LIABILITIES

The Society has contingent liabilities, in case of payment default, with respect to various mortgages and loans secured by various properties, which are registered in the name of the Christian and Missionary Alliance - Canadian Pacific District in the amount of \$193,428. As these mortgages and loans are serviced directly by the respective associated churches, they are considered by both the management of the Society and the management of the associated churches to be the direct liabilities of the respective associated churches.

17. REMUNERATION DISCLOSURE

In accordance with the Societies Act of British Columbia, the Society is required to disclose that the three highest paid individuals that each exceeded \$75,000 of annual remuneration were paid a total sum of \$278,991.

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

18. DIRECTOR REMUNERATION

In accordance with the Societies Act of British Columbia, the Society is required to disclose that Directors were compensated as follows:

Chair (in capacity as an employee)	<u>\$ 1,796</u>
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19. CREDIT FACILITIES

The Society has credit and other facilities with the Royal Bank of Canada as follows:

Revolving demand facility for general operations by way of Royal Bank Prime (RBP) Loans and overdrafts available up to \$3,500,000 at Royal Bank Prime rate plus 0.5% per annum for RBP Loans and Royal Bank Prime rate plus 5.0% per annum for overdrafts. These loans are available to associated churches and are not to exceed \$1,000,000 per loan. The outstanding balance of the loans as accessed by associated churches at December 31, 2020 was \$NIL (2019 - \$125,000).

Revolving term loans for the acquisition of capital assets by way of RBP Loans at Royal Bank Prime rate plus 1.0% per annum, fixed rate business term loans at rates from 3.55% - 4.6% per annum, letters of credit and letters of guarantee available up to \$6,000,000. These facilities are available to associated churches. The outstanding balances of these facilities at December 31, 2020 were as follows: demand loan - \$NIL (2019 - \$NIL), term loans - \$NIL (2019 - \$NIL), letter of guarantee - \$NIL (2019 - \$NIL).

The Society has a Visa business account in the amount of \$1,200,000 together with its affiliated churches. The outstanding balance of the Society specific credit cards at December 31, 2020 was \$3,035 (2019 - \$12,346) and is included in accounts payable.

The facilities are secured by a general security agreement constituting a first ranking security interest in all personal property of the Society.

20. FINANCIAL INSTRUMENT RISKS

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Society is exposed to credit risk from its investments and development fund loans receivable. Exposures to credit risk and significant changes to the risk exposure from the prior year are as follows:

- Investments consist of guaranteed investment certificates ("GICs") held at one financial institution. The GICs are guaranteed by the investee and to a limited degree by government insurance provisions that cover deposits. Investments have increased by \$645,150 during the year, increasing the credit risk.
- Development fund loans receivable consists of amounts due from associated churches and are secured by the various properties registered in the name of the Society. The values of the various properties can be significantly affected by the real estate market sales in each location. Property values can fluctuate to be lower than the respective loan values which could increase the risk of recovery in cases of default. Management regularly reviews amounts due from associated churches for possible collection impairments. The amount receivable has decreased from the prior year by \$1,624,366, resulting in a decrease of credit risk.

(continues)

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT

Notes to Financial Statements

Year Ended December 31, 2020

20. FINANCIAL INSTRUMENT RISKS *(continued)*

- Significant uncertainties and economic challenges arising from the COVID-19 pandemic have served to increase credit risk at year-end, specifically, associated churches that have had to close their facilities, could realize a decrease in revenue and cash flow, making loan repayments challenging.

Concentration of credit risk include:

- All of the development fund loans receivable are due from associated churches and therefore difficulties encountered by this charitable sector could adversely affect the collectability of the entirety of the receivable amount.
- All of the investments are held and managed by one investment broker and the total amount held in investments exceeds the Canadian Investor Protection Fund's threshold of up to \$1,000,000. Therefore any financial difficulties encountered by those financial institutions or unfavourable investment decisions could adversely affect the collectability and valuation of the deposits.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The Society is exposed to interest rate risk for its development fund loans payable and mortgage payable. Exposures to interest rate risk and significant changes to the risk exposure from the prior year are as follows:

- Development fund loans payable bear interest at a rate set by the Society which fluctuates based on the rate described in *Note 10*. Consequently, the Society is exposed to constraints on its cash flows caused by the potential increases in the rates by RBC. Development fund loans payable has decreased by \$573,307 during the year, decreasing the interest rate risk.
 - Mortgage payable bears interest at a rate of the average of the one year GIC rate for National Bank of Canada, Royal Bank of Canada and Toronto Dominion Bank as published at the end of the previous quarter. Consequently, the Society is exposed to constraints on its cash flows caused by the potential increases in the GIC rates of its creditor. Mortgage payable has increased by \$2,698 during the year, increasing the interest rate risk.
-

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT**Schedule of Canadian Ministries Expenses****(Schedule 1)****Year Ended December 31, 2020**

	2020	2019
EXPENSES		
Strategic partnership	\$ 64,039	\$ 79,713
Subsidies	49,130	52,257
Travel	45,635	67,372
Events and conferences	35,005	132,776
Ambrose University College	30,756	37,573
Pastoral relations	8,973	14,978
Designated expenses	8,750	6,000
Pastoral care and wellness	7,151	4,581
Resolution team and conflict	6,361	-
Committee expenses	5,771	17,817
Leadership development and training	1,845	4,562
International workers expenses	1,500	4,243
Resource material	127	426
National Ministry Centre	-	37,573
	\$ 265,043	\$ 459,871

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT**Schedule of Operating Reserve Expenses****(Schedule 2)****Year Ended December 31, 2020**

	2020	2019
EXPENSES		
Endowment Donation to Ambrose University College	\$ 160,000	\$ -
New Ventures	10,649	-
Scholarships and training	1,000	1,755
Donations	1,000	31,500
	\$ 172,649	\$ 33,255

CHRISTIAN AND MISSIONARY ALLIANCE - CANADIAN PACIFIC DISTRICT**Schedule of Administrative Expenses****(Schedule 3)****Year Ended December 31, 2020**

	2020	2019
EXPENSES		
Computer repairs and maintenance	\$ 23,905	\$ 21,583
Telephone and utilities	22,078	24,960
Accounting and audit	21,516	19,253
Property tax	15,858	19,489
Rent and strata fees	15,472	15,088
Office and postage	12,402	23,016
Repairs and maintenance	11,675	11,248
Legal fees and settlement	7,969	3,708
Janitorial	5,651	5,894
Insurance	5,209	4,006
Licenses, dues and membership	1,834	2,269
	\$ 143,569	\$ 150,514

Approved 2022/2023 Budget

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget	Notes
Income	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	
Canadian Ministries Income	251	205	219	226	226	[A]
Church Loan Interests Income	172	139	112	153	137	[B]
DOB Income	821	794	791	842	859	[A]
Employee Insurance Income	1,311	1,312	1,500	1,522	1,537	[C]
Liability Insurance Income	99	105	108	121	125	
Estate Donation	209	30	52	-	-	
Income from Closed Church	-	45	-	-	-	
CEWS Income	-	73	3	-	-	
Other Income	193	151	147	153	162	[D]
Total Income	3,056	2,854	2,932	3,017	3,046	
Expenses	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	
Audit & Accounting	19	22	23	23	24	
Church LIFE Initiative	2	-	-	1	1	
Computer-Related Expenses	29	30	27	28	29	[E]
Conferences, Retreats, & Committees	67	27	11	47	42	[F]
D.O. Staff Prof. Development	1	2	3	3	3	
Donation Expense	100	-	-	-	-	
Equip (DITS)	3	-	-	3	3	
Education Fund - Ambrose	38	31	33	34	34	
Employee Insurance Expenses	1,311	1,312	1,500	1,522	1,537	[C]
IW CPD Expenses	4	1	1	1	2	
Interest Expense - Loan Dev. Fund	158	139	136	130	130	
Legal Expenses	4	8	3	3	4	
Legal settlements	-	-	-	1	1	
Liability Insurance Expenses	98	104	107	120	124	
National Office - Special Ministries	38	-	-	-	-	
New Venture Investment	4	7	4	5	6	
Office Occupancy Expenses	54	52	52	54	54	[G]
Office Supplies, Printing, Postage	24	14	15	15	16	
Other Expenses	68	62	52	55	55	[H]
Pastoral Care	2	7	7	7	7	
Pastoral Relations	15	9	9	10	10	
Pastoral Wellness	-	1	2	2	2	
Resolution & Conflict	-	6	1	-	-	
RRSP Admin Fee & Interests	10	7	7	6	5	
Salaries & Benefits	598	735	773	789	794	[I]
Strategic Partnership	80	65	60	49	49	[J]
Subsidies	52	49	43	40	36	[K]
Telephone	13	14	14	14	14	
Travel	68	46	49	54	63	
Women's Ministry Operating Expense	1	-	-	1	1	
Total Expenses	2,861	2,750	2,932	3,017	3,046	
Net Income/(Deficit) Before LSI Expenses	195	104	-	-	-	
LSI Expenses	31	28	28	31	32	
Operating Reserve Expenses	33	173	-	-	-	[L]
Net Income After LSI Expenses	131	(97)	(28)	(31)	(32)	

Notes

[A] CM Income assumed to increase by 3% in 2022 vs 2021.

DOB Income in 2022 is assumed to increase by 2.5% over 2019; and for 2023 by 2% over 2022.

[B] Church Loan Interest Income

	Bal @ 12/31/2020	Estimated Bal @ 12/31/2021	2022 Interest	2023 Interest
	(\$000)	(\$000)	(\$000)	(\$000)
Chilliwack	702,678	560,000	17,200	15,600
Chilliwack Chinese	287,497	287,497	8,000	7,500
Fraser Valley	668,772	631,000	19,800	18,900
Lake Country	126,351	88,700	2,680	2,300
Maple Park	147,997	130,000	-	-
Maple Ridge	180,639	150,000	4,380	3,500
Mission Creek	-	44,600	1,350	1,190
Mountainview	19,500	13,500	340	250
Nanaimo	269,172	248,000	7,700	7,200
Richmond	298,523	290,000	9,200	9,020
Richmond Grace	10,230	8,000	200	140
Summerland	341,659	340,000	10,800	10,250
Timbers	186,615	185,000	5,900	5,790
Vancouver Vietnamese	326,373	303,000	6,110	5,600
Westwood	424,293	314,000	9,230	75
New Loans (assume \$1.5M in Jan 22)		1,500,000	50,250	49,680
Total 2021 interest		5,093,297	153,140	136,995

[C] Employee Insurance

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Income	1,374	1,378	1,380	1,449	1,463
Transfer from/(to) Deferred Income	(63)	(66)	120	73	74
Income after Transfer	1,311	1,312	1,500	1,522	1,537
Claim Expenses	(1,311)	(1,312)	(1,500)	(1,522)	(1,537)
Surplus/(Deficit)	-	-	-	-	-

Income is expected to be increased by 5% in 2022 (4% rate increase and 1% salary/# of employees increase) and 1% increase in 2023.

Claim expenses are expected to increase by 1.5% in 2022 and 1% in 2023.

[D] Other Income

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Benefits Admin Fee Revenue	60.0	66.0	72.0	72.0	75.0
Bank Interest	83.7	39.1	23.2	39.0	45.0
Misty River Donations Received	6.0	8.8	6.0	6.0	6.0
Donation Income	7.2	-	10.0	-	-
Interest on Kawkawa Note	34.0	34.0	34.0	34.0	34.0
Miscellaneous Income	1.6	3.5	1.5	2.0	2.0
Total	192.5	151.4	146.7	153.0	162.0

[E] Computer-Related Expenses

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget
System Admin (Gennix)	18.2	19.1	19.2	19.5	19.8
Equipment & SW Maintenance	5.1	5.7	2.5	2.8	3.2
Website Maintenance	2.1	1.1	1.2	1.3	1.4
Database Maintenance (ACS)	3.4	4.1	4.5	4.7	4.9
Total	28.8	30.0	27.4	28.3	29.3

[F] Conferences, Retreats & Committees

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget
General Assembly	-	-	-	8.0	-
Staff Retreat (Whistler)	31.4	18.5	-	12.0	12.0
D.O. Staff Retreat & Events	8.1	1.8	2.0	3.0	3.2
DSs Retreat	-	-	-	1.0	1.0
New Workers Orientation	0.2	-	-	0.5	0.5
New venture Workers Retreat	0.8	-	-	1.0	1.0
Large Church Pastor's Retreat	5.6	6.1	-	5.0	5.0
Chaplains Committee/Retreat	4.4	0.2	0.5	2.0	2.2
DEXCOM	6.5	0.3	1.0	4.0	4.0
Finance Committee	0.8	0.6	0.5	0.9	1.0
Accreditation/Ordination Committee	1.1	2.7	2.5	2.5	2.5
Ordination Cohort (Net)	1.9	(7.1)	-	1.0	1.0
District Conference	1.7	0.1	3.0	-	2.0
Elders/Treasurers Workshop	-	-	-	1.0	1.0
CE/Children Pastor's Retreat (Net)	0.9	0.1	-	1.0	1.1
Discipline Committee	-	-	-	1.0	1.0
Foundation Courses	1.3	1.1	0.5	1.2	1.3
Other Committees/Conferences	1.9	2.3	1.0	2.0	2.2
Total	66.6	26.7	11.0	47.1	42.0

[G] Office Occupancy Expenses

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Strata Fees	15.1	15.5	15.5	15.9	16.3
Utilities	5.0	4.4	4.6	4.7	4.8
Property Tax	19.5	15.9	18.5	19.0	19.0
Office Insurance	4.0	5.2	5.5	5.6	5.7
Repairs & Maintenance	4.1	4.8	2.5	2.5	2.5
Janitorial	5.9	5.7	5.8	5.9	6.0
Total	53.6	51.5	52.4	53.6	54.3

[H] Other Expenses

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget
Bank Charges	2.6	2.4	2.5	2.5	2.5
License, Membership, Fees	2.3	1.8	1.7	1.8	1.9
Misty River Disbursements	6.0	8.8	6.0	6.0	6.0
Resource Materials	0.4	0.2	0.4	0.4	0.5
Lead Team Expenses	8.2	1.5	1.5	4.0	4.0
Visa Charges	0.5	0.9	0.7	0.8	0.8
Designated Donations	0.5	0.7	-	-	-
Kawkawa Interest Forgiven	34.0	34.0	34.0	34.0	34.0
Employee Dishonesty Insurance	1.5	1.6	1.6	1.7	1.7
Expense for Closing Church	7.0	4.0	-	-	-
DEXCOM Continuing Education	-	-	-	0.5	0.5
Miscellaneous	5.3	6.4	4.0	3.5	3.5
Total	68.3	62.3	52.4	55.2	55.4

[J] Salaries & Benefits

Details in separate worksheet.

[J] Strategic Partnership

	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Budget	Budget
New Venture	46.4	39.9	40.0	30.0	30.0
CE Point People	6.0	5.5	5.4	5.5	5.6
Soul Formation	5.3	6.7	-	-	-
Transitional Pastors	17.4	6.9	8.0	8.0	8.0
Safety & Risk Mgmt	4.6	5.1	5.5	5.6	5.7
Preaching Coaching	-	1.1	1.0	-	-
	79.7	65.2	59.9	49.1	49.3

* Partnership with Soul Formation terminated in 2021.

[K] Subsidies for Church Plants

	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Budget	Budget
Chilliwack Chinese	7.2	7.2	7.2	3.6	-
Company of Disciples	6.0	3.0	-	-	-
Harbourview	3.0	3.0	-	-	-
Misty River	14.8	14.7	14.8	14.8	14.8
Vancouver Mosaic	21.2	21.2	21.2	21.2	21.2
Other/Contingency	-	-	-	-	-
	52.2	49.1	43.2	39.6	36.0

[L] Operating Reserve

	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Budget	Budget
New Ventures	-	10.6	-	-	-
Donations	31.5	161.0	-	-	-
Intercessor Training	1.5	-	-	-	-
Special Scholarship	-	1.0	-	-	-
	33.0	172.6	-	-	-



DECISION PROFILE

AMENDMENTS TO THE BYLAWS OF THE CANADIAN PACIFIC DISTRICT

DECISION REQUIRED :

To approve amendments to the Bylaws of the Canadian Pacific District (CPD).

WHY IT IS COMING TO DISTRICT CONFERENCE :

Approving amendments to the bylaws of the CPD is the responsibility of District Conference.

BACKGROUND :

Five amendments have been suggested to the Bylaws of the CPD since District Conference 2019. The amendments are primarily to either correct or update references in the bylaws. The current version of the Bylaws of the CPD is included as an attachment and the amendments are listed below in sequential order.

Title

Revision of:

The Christian and Missionary Alliance in Canada Canadian Pacific District

To:

Christian and Missionary Alliance – Canadian Pacific District

Reason for Amendment:

This amendment corrects the name of the CPD to use its legal name.

Part 4 – Directors

Revision of:

4.3 A director shall immediately cease to be a director:

- d) if they become ineligible as defined by the Canada Income Tax Act;

To:

4.3 A director shall immediately cease to be a director:

d) if they become ineligible as defined by the *Income Tax Act* of Canada;

Reason for Amendment:

This amendment corrects the name of the *Income Tax Act*.

Part 5 – Board Positions**Addition of a sentence at the end of clause 5.9, to read:**

The Treasurer shall chair the Audit Review Committee of the District.

Reason for Addition:

This amendment conforms to the requirement in the *Policy on District Organization* that the Treasurer be the chair of the District Conference Audit Review Committee. The addition also provides additional clarity on the role of the Treasurer in the bylaws.

Part 9 – Audits**Revision of:**

9.3 The accounts of churches, camps, and similar undertakings of the Society shall be prepared and maintained according to Accounting Standards for Not-for-Profit Organizations, and shall be subject to an audit, review or other independent evaluation annually as prescribed by the bylaws.

To:

9.3 The accounts of churches, camps, and similar undertakings of the Society shall be prepared and maintained according to *Accounting Standards for Not-for-Profit Organizations*, and shall be subject to a compilation, review, or audit annually as prescribed by the bylaws.

Reason for Amendment:

This amendment conforms to the changes enacted in the *Local Church Constitution*, Article 12.2 in June 2020 and in Canadian compilation engagement standards that now allow for a compilation engagement in accordance with the *Accounting Standards for Not-for-Profit Organizations*.

Further information on these changes can be found in the [Use of Compilation Engagements in Church Bylaws](#).

Part 11 – Financial Accounts

Revision of:

11.1 Disbursement of the funds of The Society shall be made by cheque signed by any two of the following:

- a) the District Superintendent
- b) the Secretary
- c) the Treasurer
- d) persons designated as a signing authority by a resolution of the directors

To:

11.1 Disbursement of the funds of The Society shall be made by cheque or electronic means signed by any two of the following:

- a) the District Superintendent
- b) the Secretary
- c) the Treasurer
- d) persons designated as a signing authority by a resolution of the directors


Reason for Amendment:

This amendment updates the means by which funds are disbursed.

R E C O M M E N D A T I O N S :

THAT amendments to the Bylaws of the Canadian Pacific District in the following sections be approved:

- Title
- Part 4, 4.3 d)
- Part 5, 5.9
- Part 9, 9.3
- Part 11, 11.1



BYLAWS OF THE CHRISTIAN AND MISSIONARY ALLIANCE IN CANADA CANADIAN PACIFIC DISTRICT (THE “SOCIETY”)

P R E A M B L E

These Bylaws, the Society Constitution, the Policy on District Organization, and the Manual of The Christian and Missionary Alliance in Canada constitute the governing documents of the Society.

P A R T 1 – D E F I N I T I O N S A N D I N T E R P R E T A T I O N

Definitions

1.1. In these Bylaws, unless the context otherwise requires:

“**Act**” means the Societies Act of British Columbia as amended from time to time.

“**Annual Meeting**” means the yearly business session of the membership required by the Act.

“**Board**” means the District Executive Committee and is comprised of the directors of the Society.

“**Bylaws**” means these Bylaws as altered from time to time.

“**The Christian and Missionary Alliance in Canada**” means the entity incorporated by that name under the Canada Not-for-profit Corporations Act.

“**District Boundaries**” means the geographical boundaries of the District as determined from time to time by The Christian and Missionary Alliance in Canada.

“**District Conference**” means the biennial session of the membership to conduct the business of the District required by the Policy on District Organization.

The "**District Executive Committee**" or "**DEXCOM**" is the Board. Any reference herein to the Board or "directors" means the District Executive Committee.

"**General Assembly**" means the biennial business session of The Christian and Missionary Alliance in Canada.

"**General Meeting**" includes a District Conference, Annual Meeting, or any other general meeting called in accordance with the Act.

"**Licensed Workers**" means the persons given that status under the policies of the District and the Policy on District Organization.

A "**Local Church**" shall consist of Christians in any locality within District boundaries, duly organized according to the definition of member churches in the Policy on District Organization.

"**Ordinary Resolution**" means a resolution passed at a General Meeting by a simple majority of the votes cast by the voting members.

"**Policy on District Organization**" means the Policy on District Organization required to be used by the District pursuant to the Manual of The Christian and Missionary Alliance in Canada.

"**Registered Address**" of a member means his/her address as recorded in the register of members.

"**Secretary**" means a director and officer of the Society elected under section 5.8.

"**Society**" means The Christian and Missionary Alliance in Canada, Canadian Pacific District (sometimes hereinafter referred to as "**the District**").

"**Special Resolution**" means a resolution passed at a General Meeting by at least 2/3 of the votes cast by the voting members.

"**Treasurer**" means a director and officer of the Society elected under section 5.10.

Conflict with Act or Regulations

- 1.2 If there is a conflict between these Bylaws or the Policy on District Organization and the Act or the regulations under the Act, the Act or the regulations, as the case may be, prevail. If there is a conflict between these Bylaws and the Policy on District Organization, and both are acceptable under the Act, the Policy on District Organization will prevail.

Interpretation

- 1.3 In these Bylaws, unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa, and references to "person" shall include, an individual, body corporate, partnership, trusts, and unincorporated organizations.

PART 2 – MEMBERS

General Membership

2.1 Membership in the Society shall be composed of all members in good standing of the Local Churches.

Voting Membership

2.2 Voting members of the Society for all General Meetings are all persons who are defined as accredited delegates to a District Conference pursuant to the terms of the Policy on District Organization. Voting membership is only valid for the duration of a General Meeting.

Duties of Members

2.3 Every member must uphold the constitution of the Society and must comply with these Bylaws.

PART 3 – GENERAL MEETINGS OF MEMBERS

Time and Place of General Meeting

3.1 The date or dates of a General Meeting shall be set by the directors.

Meeting on Requisition of Members

3.2 A group of 100 or more members representing a minimum of five (5) Local Churches may requisition DEXCOM to call a General Meeting for the purposes stated in the requisition. The requisition shall state the business to be transacted at a meeting and shall be sent to each member of DEXCOM and to the registered office of the District. Upon receipt of the requisition, DEXCOM shall call a General Meeting to transact the business stated in the requisition. If DEXCOM does not, within 21 days after receiving the requisition call a meeting, any member who signed the requisition may call the meeting.

Ordinary Business at General Meeting

3.3 At a General Meeting, the following business is ordinary business:

- a) adoption of rules of order;
- b) consideration of any financial statements of the Society presented to the meeting;
- c) consideration of the reports, if any, of the directors or auditor, or others;
- d) election or appointment of directors;
- e) appointment of an auditor;
- f) business arising out of a report of the directors not requiring the passing of a special resolution.

Notice of General Meeting

3.4 A minimum of 14 days, and not more than 60 days, notice in writing, including electronic means, of a General Meeting shall be given to the Local Churches, all Licensed Workers of the District, and to every member of the Society who has provided an email address to the Society, by email to that email address. Throughout the period commencing at least 21 days before the meeting and ending when the meeting is held, notice of the meeting will be posted on the Society website and be accessible to all of the members of the Society.

A notice of a General Meeting must state the date, time and location of the meeting, and the nature of any business, other than ordinary business, to be transacted at the General Meeting in sufficient detail to permit a member receiving the notice to form a reasoned judgment concerning that business.

Chair of General Meeting

3.5 The District Superintendent shall be the chair, or shall appoint the chair, of the General Meeting.

Alternate Chair of General Meeting

3.6 If there is no individual entitled under these Bylaws who is able to preside as the chair of a General Meeting within 15 minutes from the time set for holding the General Meeting, the voting members who are present must elect an individual present at the meeting to preside as the chair.

Quorum Required

3.7 Business, other than the election of the chair of the meeting and the adjournment or termination of the meeting, must not be transacted at a General Meeting unless a quorum of voting members is present.

Quorum for General Meetings

3.8 One-third of the number of voting members who have registered at the General Meeting shall constitute a quorum, but never less than three (3) persons.

Lack of Quorum at Commencement of Meeting

3.9 If, within 30 minutes from the time set for holding a General Meeting, a quorum of voting members is not present,

- a) in the case of a meeting convened on the requisition of members, the meeting is terminated, and

- b) in any other case, the meeting stands adjourned to the same time the next day, and if, at the continuation of the adjourned meeting, a quorum is not present within 30 minutes from the time set for holding the continuation of the adjourned meeting, the voting members who are present constitute a quorum for that meeting.

If Quorum Ceases to be Present

- 3.10 If at any time during a General Meeting there ceases to be a quorum of voting members present, business then in progress must be suspended until there is a quorum present or until the meeting is adjourned or terminated.

Adjournments by Chair

- 3.11 The chair of a General Meeting may, or, if so directed by the voting members at the meeting, must, adjourn the meeting from time to time and from place to place, but no business may be transacted at the continuation of the adjourned meeting other than business left unfinished at the adjourned meeting.

Notice of Continuation of Adjourned General Meeting

- 3.12 It is not necessary to give notice of a continuation of an adjourned General Meeting or of the business to be transacted at that meeting with the exception that a meeting adjourned for 30 days or more, notice must be given.

Methods of Voting for Elections

- 3.13 In the case of officers other than the District Superintendent, voting may be by acclamation where there is only one nominee. Where there is more than one nominee voting shall be by ballot and a majority of the votes cast shall be required to elect.

Announcement of Result

- 3.14 The chair of a General Meeting must announce the outcome of each vote and that outcome must be recorded in the minutes of the meeting.

Proxy Voting Not Permitted

- 3.15 Voting by proxy is not permitted.

Matters Decided at General Meeting by Ordinary Resolution

- 3.16 A matter to be decided at a General Meeting must be decided by ordinary resolution unless the matter is required by the Act or these Bylaws to be decided by special resolution or by another resolution having a higher voting threshold than the threshold for an ordinary resolution.

Rules of Order

- 3.17 All questions of parliamentary procedure not covered by the Policy on District Organization and these Bylaws shall be decided by Robert's Rules of Order.

PART 4 – DIRECTORS

Number of Directors

- 4.1 The number of directors shall be six or a greater number determined from time to time by the District Executive Committee.

Removal from Office

- 4.2 A director may be removed from office by:
- a) A Special Resolution of the Members; or,
 - b) A resolution of DEXCOM passed by a majority of the directors with no more than two dissenting votes.

Termination of Directors

- 4.3 A director shall immediately cease to be a director:
- a) if a member presents a written petition for dismissal of a director and the dismissal is authorized by Special Resolution at a General Meeting;
 - b) if a director has resigned his/her office by delivering a written resignation to the Secretary of the Society;
 - c) if he/she is found by a court to be of unsound mind;
 - d) if they become ineligible as defined by the Canada Income Tax Act;
 - e) if they are no longer qualified to be a director in accordance with the Societies Act; or
 - f) on death.

Indemnities to Directors

- 4.4 Every director and officer of the Society or other person who has taken or is about to undertake any liability on behalf of the Society and their heirs, executors and administrators, and estate and effects, respectively, shall, from time to time and at all times, be indemnified and saved harmless out of the funds of the Society to the full extent permitted under the Act, from and against:
- a) all costs, charges and expenses whatsoever which the director, Officer, or other person sustains or incurs in or about any action, suit, or proceeding which is brought, commenced, or prosecuted against him/her or in respect of any act, deed, matter, or thing whatsoever made, done, or permitted by him/her in or about the execution of the duties of his/her office or in respect of any such liability; and

- b) all other costs, charges, and expenses which he/she sustains or incurs in or about or in relation to the affair thereof, except the costs, charges, or expenses occasioned by his/her own willful and wrongful act or default.

Protection of Directors and Officers

- 4.5 No directors or officers of the Society shall be liable for the acts, receipts, neglects, or defaults of any other director or Officer or employee or for any loss, damage, or expense happening to the Society through the insufficiency or deficiency of title to any property acquired by the Society or for or on behalf of the Society for the insufficiency of any security in or upon which any of the money of or belonging to the Society shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency, or tortious act of any person, firm, or Society with whom or which any monies, securities, or effects shall be lodged or deposited or for any loss, damage, or misfortune whatever which may happen in the execution of the duties of his/her respective office or trust or in relation thereto unless the same shall happen by or through his/her own wrongful and willful act or default.

Liability Insurance

- 4.6 The District shall maintain liability insurance for the District Executive Committee members.

Responsibility for Actions

- 4.7 The directors for the time being of the Society shall not be under any duty or responsibility in respect of any contract, act, or transaction whether or not made, done, or entered into in the name or on behalf of the Society, except such as shall have been submitted to and authorized or approved by the Board.

Conflict of Interest

- 4.8 No director shall place himself/herself in a position where there is a conflict of interest between his/her duties as a director and his/her other interest. Every director who is in any way directly or indirectly interested in or may become interested in a material way in an existing or proposed contract, transaction, or arrangement with the Society or who otherwise has a conflict of interest by virtue of involvement with a member of the director's family (with "family" defined as spouse, father, mother, child, brother, or sister, or spouse of such family members) or by the involvement of the director's partner, business associate, or Society that the director is involved with as either a director, shareholder, officer, employee, or agent, then such director shall declare his/her conflict of interest fully at a meeting of the Board and shall withdraw from any vote thereon except for circumstances provided for in the Act.

Remuneration of Directors

- 4.9 The directors shall serve as such without remuneration. The District may reimburse a director for reasonable expenses necessarily incurred by the director in performing his or her duties as a director.

PART 5 – BOARD POSITIONS

Elections at District Conference

- 5.1 The election of a District Superintendent and District Executive Committee members and the amendment of Bylaws shall be limited to General Meetings which coincide with the biennial District Conference.

Election or Appointment of Directors

- 5.2 At each District Conference, the members entitled to vote for the election or appointment of directors must elect or appoint the Board.

Election or Appointment to Board Positions

- 5.3 In addition to the District Superintendent, Secretary, and Treasurer, the District Executive Committee may appoint such other officers as it deems necessary from time to time for such terms as it deems necessary.

Directors

- 5.4 The directors of the Society shall be the District Superintendent, the Secretary, the Treasurer; not more than one director appointed by the District Executive Committee (herein called the "**Board Appointed Director**"); and not less than three additional elected directors (herein called "**Directors at Large**").

Role of the District Superintendent

- 5.5 The District Superintendent shall be the recognized head and President of the Society, and member ex-officio of all committees of the Society and shall exercise general oversight of the entire work thereof. The District Superintendent, or his/her appointee, shall be the chair of the Board.

Term of the District Superintendent

- 5.6 The District Superintendent's term of office shall be four (4) years beginning the August first following his/her election at the District Conference. In the event of a vacancy in this office, it shall be filled according to procedures outlined in the Manual of The Christian and Missionary Alliance in Canada.

Role of Secretary

- 5.7 The Secretary is responsible for doing or making the necessary arrangements for the following:
- a) issuing notices of General Meetings and directors' meetings;
 - b) taking minutes of General Meetings and directors' meetings;
 - c) keeping the records of the Society in accordance with the Act;
 - d) conducting the correspondence of the Board; and
 - e) filing the annual report of the Society and making any other filings with the registrar under the Act.

Term of the Secretary

- 5.8 The Secretary shall be elected biennially at the District Conference for a term expiring at the adjournment of the next District Conference.

Role of Treasurer

- 5.9 The Treasurer shall oversee the financial policies and practices of the District and shall report to the District Executive Committee and the District Conference regarding the financial affairs of the District.

Term of the Treasurer

- 5.10 The Treasurer shall be elected biennially at the District Conference for a term expiring at the adjournment of the next District Conference.

Directors at Large

- 5.11 Directors who are elected to positions on the Board in addition to the District Superintendent, Secretary, and Treasurer are elected as Directors at Large.

Term of the Directors at Large

- 5.12 The Directors at Large shall be elected at each District Conference for a term expiring at the adjournment of the next District Conference. Any Director at Large who has served three consecutive terms is ineligible for one term.

Director Election Process

- 5.13 The election of the directors, excluding the District Superintendent, shall be in accordance with the Canadian Pacific District Policy on Process for Electing District Executive Committee Members.

Directors May Fill Casual Vacancy on Board

5.14 The Board may, at any time, appoint a member as a director to fill a vacancy, other than the District Superintendent, that arises on the Board as a result of the resignation, death or incapacity of a director during the director's term of office. Such partial terms will not count towards any limitation of terms.

Term of Appointment of Director Filling Casual Vacancy

5.15 A director appointed by the Board to fill a vacancy ceases to be a director at the end of the unexpired portion of the term of office of the individual whose departure from office created the vacancy.

Term of Board Appointed Director

5.16 Any Board Appointed Director shall serve at the pleasure of the District Executive Committee until he/she resigns or his/her term is revoked by the District Executive Committee.

PART 6 – DIRECTORS' MEETINGS

Calling Board Meetings

6.1 A Board meeting may be called by the Board Chair or by any two other directors.

Notice of Directors' Meeting

6.2 At least two days' notice of a directors' meeting must be given unless all the directors agree to a shorter notice period.

Proceedings Valid Despite Omission to Give Notice

6.3 The accidental omission to give notice of a directors' meeting to a director or the non-receipt of a notice by a director does not invalidate proceedings at the meeting.

Conduct of Directors' Meetings

6.4 The directors may meet together at the places they think fit to dispatch business, adjourn, and otherwise regulate their meetings and proceedings as they see fit. This would include attendance in meetings by electronic means.

Quorum of Directors

6.5 The quorum for the transaction of business at a directors' meeting is a majority of the directors.

Passing a Resolution Without a Meeting

6.6 The directors of the Society may pass a directors' resolution without a meeting if a majority of the directors' consent to the resolution in writing or by electronic means and placed with the minutes of the directors.

Absence of Secretary from Meeting

6.7 In the absence of the Secretary from a meeting, the Board must appoint another individual to act as secretary for that meeting.

PART 7 – CONFERENCE AND STANDING COMMITTEES

District Conference Committees

7.1 The District Conference committees shall include committees on:

- a) Nominations; and
- b) Audit Review.

Additional committees to carry out the work of conference may be established by the Board. The membership and mandate of each committee will be determined by the Board.

Standing Committees of DEXCOM

7.2 The District Executive shall establish the following Standing Committees:

- a) Committee on License and Ordination;
- b) Committee on Finance; and
- c) may establish such other committees as it deems necessary or appropriate.

PART 8 – FISCAL YEAR

Fiscal Year

8.1 The fiscal year of The Society shall be from January 1st to December 31st.

PART 9 – AUDITS

Requirement for an Audit

9.1 All accounts and financial statements of The Society shall be audited annually.

Directors Ordering an Audit

9.2 The directors may order an audit at any time.

Church Financial Review or Audit

- 9.3 The accounts of churches, camps, and similar undertakings of the Society shall be prepared and maintained according to Accounting Standards for Not-for-Profit Organizations, and shall be subject to an audit, review or other independent evaluation annually as prescribed by the bylaws.

PART 10 – BORROWING POWERS

Borrowing

- 10.4 The directors are authorized to borrow money and issue bonds, debentures, notes or other evidences of debt from time to time for the carrying on of the work of the Local Churches, camps and similar undertakings of the Society.

Church or Camp Borrowing

- 10.5 Except as provided in Bylaw 10.3, no church, camp, or similar undertaking of the Society may borrow any monies whatsoever.

Director Approved Borrowing

- 10.6 From time to time and at any time the directors may, by resolution, approve the borrowing of monies by way of term loan, demand loan, line of credit or otherwise by any Local Church, camp or similar undertaking of the Society. Prior to authorizing any borrowing by any church, camp, or similar undertaking of the Society the directors shall satisfy themselves that such church, camp, or similar undertaking of the Society has the financial ability to repay such borrowings in the ordinary course and the Directors may require such church, camp, or similar undertaking of the Society to provide such proof as they deem requisite as a conditional precedent to the passing of any resolution authorizing such borrowing.

PART 11 – FINANCIAL ACCOUNTS

Disbursement of Funds

- 11.1 Disbursement of the funds of The Society shall be made by cheque signed by any two of the following:
- a) the District Superintendent
 - b) the Secretary
 - c) the Treasurer
 - d) persons designated as a signing authority by a resolution of the directors

Church and Camp Accounts

- 11.2 With the consent expressed by resolution of the directors, any Local Church, camp or similar undertaking of the Society may maintain its own deposit accounts and chequing accounts with one or more financial institutions.

Church and Camp Decisions

- 11.3 All matters to be decided by a Local Church, camp, or similar undertaking of the Society for the purpose of this Part 11 of the Bylaws shall be decided by the board of elders or similar governing body of such Local Church, camp, or similar undertaking of the Society.

PART 12 – PROPERTY

Property

- 12.1 The directors may exercise all powers of the Society with respect to acquisition, owning, disposing of, encumbering, and conveying property, both real and personal, and for the purposes of any church, or camp, or similar undertaking of the Society such property may be sold, conveyed, exchanged, or encumbered under the direction of the directors in conformity with the laws of the Province of British Columbia.

Society Dissolution

- 12.2 Should the Society be dissolved or cease to be subject to the purposes, usages, doctrines, and teachings of The Christian and Missionary Alliance in Canada, then all property, appurtenances, and effects then owned or held by the Society shall, subject to all existing encumbrances, transfer or vest in and become the property of The Christian and Missionary Alliance in Canada.

Church and Camp Property

- 12.3 The churches, camps, and similar undertakings of The Society may not acquire, own, dispose of, encumber, or convey real property, in their own names. All such real property shall be acquired, owned, disposed of, encumbered, and conveyed by the Society in the name of The Society. The above requirements may be waived by an incorporated church, camp, or similar undertakings of the Society by a two-thirds majority of the members present at a duly called meeting of the membership and with the approval of the District Executive Committee.

PART 13 – FINANCIAL DISCLOSURE

Church and Camp Financial Disclosure

13.1 All churches, camps, and similar undertakings of the Society shall provide such financial information to the Society and its directors as may be from time to time requested by the directors or the District Superintendent.

Financial Reporting of Churches and Camps

13.2 The directors may from time to time arrange financial arrangements with chartered banks or other financial institutions which may require financial reporting from the Society and each of its churches, camps, and similar undertakings of the Society.

Inspection of Records

13.3 These bylaws limit the inspection of records to those mandated by the Act.

PART 14 – CUSTODY AND USE OF SEAL AND RECORDS

Seal of the Society

14.1 The official seal of the Society shall be in the custody of the District Superintendent and shall be used by him/her as directed by the directors.

Signing Officers

14.2 Contracts, documents, or any other written instruments requiring execution by the Society shall be signed by any two of the following: Society officers or the Director of Finance. The directors shall, however, have power from time to time by resolution to appoint any other director or directors on behalf of the Society to execute such documents. The seal of the Society may, when required, be affixed to any documents signed as aforesaid or by any member appointed by resolution as herein provided.

Custody of Minutes and Other Documents

14.3 The official records, documents, and files of the Society shall be the property of the Society. When a director or officer retires from office, he/she must surrender all his/her records, documents, and files to the District Superintendent or have them erased.

PART 15 – AMENDMENT OF BYLAWS

Bylaw Amendments

- 15.1 These Bylaws shall not be rescinded, altered, or added to except by Special Resolution of the District Conference. No amendment may be made which is in conflict with or which in any way materially changes the Policy on District Organization unless required by the Societies Act. Any such change shall be registered pursuant to the provisions of the Act.

PART 16 – PROVISIONS FROM THE SOCIETY’S PRE-TRANSITION CONSTITUTION

Non-profit Society

- 16.1 The Society shall be carried on without purpose of gain for its members and any profits or other accretions to the Society shall be used for promoting its purposes. This provision was previously unalterable.

Amendments

June 1991

February 2000

November 2005

May 2009

May 2015

May 2017

May 2019



DISTRICT CONFERENCE AUDIT REVIEW COMMITTEE TERMS OF REFERENCE

PURPOSE

The District Conference Audit Review Committee (the “Committee”) helps to ensure that the organization's accounting and reporting practices are of the highest quality and assists the DEXCOM in fulfilling its fiduciary responsibilities. The Committee reports to the DEXCOM and District Conference.

COMPOSITION AND MEMBERSHIP

The Committee shall be composed of a minimum of five members. Of these, at least three shall be District members (i.e. members in good standing of Local Churches in the Canadian Pacific District of The Christian & Missionary Alliance in Canada) who have been elected by District membership at a District Conference. Two shall be DEXCOM members, including the Treasurer and one additional DEXCOM member appointed annually by the DEXCOM Chair.

It is expected that Committee members as a group will generally be financially literate and at least one of the members elected by District Conference should have a financial designation or relevant financial management expertise.

Each District Conference elected member shall be free of any relationship that could interfere with their independent judgment in this role.

District Conference-elected Committee members shall serve for a term of two years and a maximum of three (3) consecutive terms and will be eligible for election after a break of one year.

For District Conference-elected members, the term of office begins at the conclusion of the District Conference at which the member is elected.

In accordance with the *Policy on District Organization*, the District's Treasurer is Chair of the Committee.

If the number of District Conference elected members falls below three (3), the DEXCOM Chair must appoint a District member to serve until the next District Conference.

COMMITTEE FUNCTIONING

The quorum for the transaction of business at a Committee meeting is a simple majority of Committee members.

When a quorum is present at a meeting, a resolution will require a simple majority vote of those members present to be passed.

The Chair presiding at any meeting of the Committee shall have a vote in all matters considered by the Committee.

The Committee may appoint an acting secretary to perform the functions of the secretary at that meeting.

Meetings may be face-to-face or be virtual meetings or conference calls.

Voting by mail or another means of communication, including by fax, email, or other electronic means is authorized in principle. All Committee members must agree to vote on any particular matter via an email ballot or other means or the vote on the item reverts to being held during a meeting, virtual or face-to-face.

Committee members shall be reimbursed by the District Office for reasonable expenses incurred for Committee work (e.g. mileage).

SCOPE

The Committee shall help ensure the integrity of the financial information used by the DEXCOM and made available to the District membership as well as the general public. The Committee interacts on behalf of the DEXCOM and District membership with the independent auditors, management, and the DEXCOM Finance Committee. This requires open communication with the financial management of the organization.

The scope of the Committee's responsibilities includes the following:

- Financial Reporting
- Accounting Policies
- Risk and Uncertainty
- Controls and Control Deviations
- Compliance with Laws and Regulations
- Relationship with the Independent Auditor

Other responsibilities as may be assigned by the DEXCOM or District Conference from time to time.

RESPONSIBILITIES

1. Meet with the independent auditors and the Director of Finance prior to the commencement of the annual audit to review the scope and timing of the forthcoming audit, as well as any other pertinent issues. These matters are to include, but are not limited to, the review of the following:
 - a) How the auditor plans to address the significant risks of material misstatement, whether due to fraud or error.
 - b) How the auditor plans to address areas of higher assessed risks of material misstatement.
 - c) The auditor's approach to the District's system of internal control.
 - d) The application of the concept of materiality in the context of the audit.
 - e) If applicable, the nature and extent of specialized skill or knowledge needed to perform the planned audit procedures or evaluate the audit results, including the use of an auditor's expert.
 - f) If applicable, the auditor's planned approach to addressing the implications on the individual statements and the disclosures of any significant changes within the applicable financial reporting framework or in the District's environment, financial condition, or activities.
 - g) Other planning matters that it may be appropriate to review with the independent auditors such as:
 - i) The appropriate person(s) in the District's governance structure with whom to communicate.
 - ii) The allocation of responsibilities between those charged with governance and management.
 - iii) The District's objectives and strategies, and the related operating risks that may result in material misstatements.
 - iv) Matters that the DEXCOM and/or District Conference consider warrant particular attention during the audit, and any areas where they request additional procedures to be undertaken.
 - v) Other matters that the DEXCOM and/or District Conference considers may influence the audit of the financial statements.
 - vi) The attitudes, awareness, and actions of those charged with governance concerning (a) the District's internal controls and their importance, including how the effectiveness of internal controls are overseen, and (b) in regard to the detection or possibility of fraud.
 - vii) The actions of those charged with governance in response to developments in accounting standards and governance practices and related matters, and the effect of such developments on, for example, the overall presentation, structure and content of the financial statements.
2. Meet with the independent auditors at the conclusion of the audit to review a draft copy of the audited financial statements. During that meeting the Committee shall also undertake the following:

- a) Determine that the financial statements are in compliance with the current *Accounting Standards for Not for Profit Organizations (ASNPO)* as published by the Chartered Professional Accountants of Canada as well as evaluate the overall presentation, structure and content of the financial statements, including the disclosures.
 - b) Recommend in consultation with the Director of Finance, changes to the draft financial statements as deemed necessary by the Committee.
 - c) Review the management (recommendation) letter received from the independent auditors from the previous year to ascertain its implementation, and review with the independent auditors their recommendations and significant findings for the current year.
 - d) Review with the independent auditors the adequacy and effectiveness of the District's internal accounting controls and fiscal policies. Review management's assessment of internal controls.
 - e) Determine if the integrity of all funds is protected and that resources for donor-restricted gifts are separately maintained.
 - f) Determine if the District has complied with tax and financial reporting laws and regulations.
 - g) Review management's evaluation of the computer backup procedures, off-site storage of backup data, and the adequacy of protection against fire, theft, etc.
3. Once the Committee has completed its work with the independent auditors, provide the draft audited financial statements to the DEXCOM with its recommendation about whether or not to approve the draft audited financial statements.
 4. Provide minutes of all Committee meetings to the DEXCOM. These minutes are to include any recommendations made to the Committee by the independent auditors as well as any accounting and/or reporting practices recommendations the Committee is making to the DEXCOM.
 5. Annually, the Committee will submit a summary report to the DEXCOM about the Committee's activities during the past year. This report is to include the independent auditor's communication reporting key audit matters including significant findings. This report is also to be provided to District members at the Annual Meeting.
 6. Recommend to the District membership the appointment of auditors for the ensuing year after reviewing the audit proposal(s) including proposed fees for the ensuing year.
 7. Hold any additional meetings at any time as deemed necessary by the Committee Chair or as requested by any Committee member or the independent auditor.

Adopted May 2015

Amended by DEXCOM April 2021 per the CPD Bylaws 7.1

COMMITTEE TIMETABLE

The timetable for the Committee’s activities is reflected in the calendar set out below:

DISTRICT CONFERENCE AUDIT REVIEW COMMITTEE ANNUAL CALENDAR

Task	Timeframe
Meet with the independent auditors and the Director of Finance prior to the commencement of the annual audit	Before the 14 th of February
Meet with the independent auditors at the conclusion of the audit	Before the 21 st of March
Provide to the DEXCOM the draft audited financial statements for its review and approval, with the Committee’s recommendation in regard to the same	Before the 31 st of March
Prepare and submit the annual summary report to the DEXCOM and for the District members at the Annual Meeting	Before the 31 st of March
Recommend to the District membership the appointment of auditors for the ensuing year after reviewing the audit proposal(s) including proposed fees for the ensuing year	Before the 31 st of March
Hold additional meetings	As deemed necessary by the Committee Chair or as requested by any Committee member or the independent auditor
Provide minutes of all Committee meetings to the DEXCOM	For all meetings held between the commencement of the annual audit and the completion of the annual audit, by March 31 st For all other meetings outside of the above timeframe, within two weeks after each respective meeting



DISTRICT COMMITTEE ON NOMINATIONS

TERMS OF REFERENCE

PURPOSE

The purpose of the District Committee on Nominations (the “Committee”) is to provide nominations to populate the required committees and offices.

MEMBERSHIP

The Committee shall be composed of three District members (i.e. members in good standing of local churches in the Canadian Pacific District of The Christian and Missionary Alliance in Canada) who shall be elected by the District Conference two years before the conference at which they will report, plus three other District members appointed by the District Executive Committee (DEXCOM) following the election. DEXCOM shall appoint the Chair, Vice-Chair, and Secretary from among the elected and appointed members.²

The Committee shall serve beginning at the end of the District Conference in which they were elected and shall end their service after the next District Conference.

DELIVERABLES

The Committee is to provide a report to the District Conference that outlines the nominations for the following positions:

- District Superintendent (if required)
- District Executive Committee
 - Secretary
 - Treasurer
 - Members at Large (incumbent and new)
- General Assembly Committee on Nominations (2 plus an alternate)³
- District Conference Committee on Nominations (3)⁴
- District Conference Audit Review Committee (3)

²Policy on District Organization 2.4.1

³Policy on District Organization 2.4.4, Policy on General Assembly 4.5.1

⁴Policy on District Organization 2.4.1

SCOPE AND RESPONSIBILITIES

- The Committee is amenable to the District Conference.
- The Committee is responsible to provide names for nomination for the positions listed in the Deliverables section.
- The Committee will consider the suitability of possible nominees for the positions they are being considered for.
- The Committee will refer to, but not be limited to, the following documents:
 - *Policy on Process for Electing District Superintendents*
 - *Policy on Process for Electing District Executive Committee Members*
 - *District Conference Audit Review Committee Terms of Reference*
 - *Manual of The Christian and Missionary Alliance in Canada*
 - *Bylaws of the Christian and Missionary Alliance – Canadian Pacific District*
- The Committee is responsible to check with the District Superintendent (in a District Superintendent election year) to ascertain whether the District Superintendent will let their name stand for another term.
- The Committee will check with the chair of the DEXCOM to ascertain the needs of the District. This would include, but not be limited to, the number of required DEXCOM members at large and the incumbents on the DEXCOM that would allow their names to stand for another term.
- The Committee shall treat the deliberations and information shared about possible nominees as confidential information.
- The Committee shall be responsible to begin their process and schedule their time to complete their process by the required deadline.
- A list of licensed workers in the CPD can be obtained from the District Office.

GOVERNANCE

- The Committee will meet in person or by electronic means to discuss possible nominees for the required positions.
- A majority of the Committee present (in person or via electronic means) will constitute a quorum for Committee deliberations.
- Decisions will be made by a simple majority vote.
- The Chair, or in their absence, the Vice-Chair, will preside over the meetings.

COMMUNICATIONS

The Committee shall determine their means of communication and sharing of information. Consideration shall be given to the confidentiality of the deliberations and some of the information.

REPORTING

- The Committee's preliminary report, including biographical information for all non-incumbent nominees, shall be given to the District Office no later than 10 weeks prior to the date of the District Conference.
- The Committee's report shall be circulated by the District Office to the churches no later than 60 days before the District Conference.⁵
- After receiving additional nominations from the churches on the prescribed nomination forms (up to 14 days in advance of the District Conference)⁶ the Committee will complete its final report and submit it to the District Office no later than 10 days before the District Conference.
- The Committee's report shall be included in the District Conference Report prepared by the District Office.
- The Committee Chair (or their delegate) will give a verbal summary of the Committee report to the District Conference.

Adopted May 2019

Amended by DEXCOM April 2021 per the CPD Bylaws 7.1

⁵Policy on Process for Electing District Executive Committee Members

⁶Ibid.



Canadian
Pacific District

CHRISTIAN & MISSIONARY ALLIANCE