
District Superintendent Monitoring Report April 2022

Definitions

AGO – Associate Governance Officer

C&MA – The Christian & Missionary Alliance in Canada

CPD – Canadian Pacific District

DEXCOM – District Executive Committee

DF – Director of Finance

DS – District Superintendent

DT – District Treasurer

GM – Global Ministries

IW – International Worker

LDF – Loan Development Fund

NMC – National Ministry Centre

OM – Office Manager

Policy Type: Ends

Policy

1. Global Policy

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

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

District Superintendent (DS) Interpretation

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

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

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

Compliance

Culture: Relational and Spiritual Renewal

Strategy	Attendees	Summary
District Staff Retreat (Whistler)	2019 – 239 2020 – n/a 2021 – 228	Attendees reported high value of retreat to renew, restore, and encourage, and joy in gathering as a district after being unable to meet during the pandemic.
Conversation on Bill C-4	Feb. 9/22 – 88 Feb. 16/22 – 100	See the DS Report to DEXCOM for a summary.

Unique Pastoral Contacts/Visits

2021 – 183

2022 – 81

Unique Church Contacts/Visits

2021 – 77

2022 – 48

Total Church & Pastor Contacts/Visits

2021 – 749

2022 – 140

See the DS Report to DEXCOM as it encompasses reporting on the ministry work in the area of Culture.

Nurture: Leader Development

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

1. A robust licensing process

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

As of March 2020, the entire licensing process moved to virtual platforms. We currently exist in a hybrid reality for licensing between in-person and virtual interviews. Throughout COVID the committee has embraced virtual methods to discern a candidate's viability.

Virtual methods allow for increased flexibility for participants and faster turnaround times for potential church candidates. Therefore, value is seen in being able to use virtual interviews in-person interviews are not possible.

Dwayne is still looking to increase the number of members on the Licensing and Ordination Committee in order to lessen the workload on existing members.

Licensing Interviews

2020 – 28

2021 – 26

2022 – 3

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

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

Similar to the alignment process for licensing, the National Licensing and Ordination Committee (NLOC) has begun work on the alignment around three key result areas – biblical theology, pastoral competencies, and selected reading list. Dwayne is chairing the NLOC and under the direction of the C&MA President, is working on revamping the entire ordination program.

The CPD has contracted with Stuart McKnight to provide theological teaching for ordination cohorts. Other teachers include Michelle Derksen (conflict engagement), Cres Casimong (cultural fluency), and Joshua Koh (race, culture, and ethnicity). As of October 2021, ordination cohort retreats moved back to in-person at Stillwood Camp and the retreat was well received.

Ordination Interviews

2020 – 12

2021 – 10

2022 – 12 (scheduled for May)

3. Grip-Birkman assessment and coaching

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

The CPD has increasingly used a team debrief approach as GB is an effective tool in encouraging healthy team dynamics for a church staff. A high percentage of Official Workers have completed a GB. It continues to be implemented by churches in the hiring process and has become part of the leadership culture of the CPD.

Genghis Chan and Lisa Rohrick have been trained as coaches and continued thanks go to Stacy Dryfhout for her efforts to coordinate and organize many coaching sessions so that the Lead Team is current in this work.

Team GB Coaching

2020 – 3

2021 – 6

2022 – 1

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

2020 – 25

2021 – 18

2022 – 7

Total to Date: 112**4. Equip: the district in-service training event**

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

Due to ongoing COVID-19 restrictions, an in-person Equip event has not been scheduled for 2022. The inability to host these kinds of events has allowed the Lead Team to have more fundamental conversations about the vision, values, and strategic priorities of the CPD. I will say more about this in my DS Report to DEXCOM.

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

This leader development strategy was launched by David Hearn in 2008. Its primary focus is to create a safe and restorative space for lead pastors of large churches to experience spiritual formation and authentic, vulnerable, relational connection; the impact on the participants has been significant. Due to COVID-19 restrictions, spring 2020 was the last time this cohort met in person. The cohort did connect virtually in the spring and fall of 2021.

While connection of this kind remains a high value, the impact has been limited to a small group of lead pastors. As COVID-19 restrictions lift, and travel becomes possible, I would like to create similar groups for additional groups of lead pastors.

6. Promotion of Envision and Other Leader Development Opportunities

One of Envision's major events, Envision Summit, has not been held since 2019 due to the pandemic. The Envision Greenhouse is a new NMC initiative to provide diverse young leaders in the C&MA with meaningful mentoring relationships and creative environments to foster growth and collaboration that goes beyond the local context. There are five CPD emerging leaders engaging in mentoring through this initiative and five CPD workers serving as mentors (Grant McDowell, Mardi Dolfo-Smith, Kenda Reimer, Joze Reverente, and Ruth Shareski) and Lisa and Dwayne are doing GB coaching for Greenhouse.

The Foundations for Ministry Certificate (FFM) offered by Ambrose University is a program designed for our non-portable Official Workers. As Dwayne and I have assessed its effectiveness in developing our workers theologically, we believe change needs to take place. Dwayne is developing an in-house FFM program that will be available to all non-portable workers online. There will be five classes taught (Old Testament Survey, New Testament Survey, and Theology I, II, and III). Currently, professors teaching the classes are Jeremy Rios, Paul Spilsbury, Beth Stovell, and Bernie Van De Walle).

These courses will have required assignments but are no longer for credit. This falls within the Licensing Policy, which allows the FFM equivalent from Ambrose to be adapted by the licensing authority. We believe this is a step up in the development the theological foundation and training that our non-portable workers require. We hope that this will spur them on to further education and development as leaders.

While this is being rolled out in English, our goal is to develop this program in other languages as well (Cantonese, Mandarin, and Vietnamese). Recording of two survey classes is scheduled for late July, with a fall 2022 launch date anticipated. Our hope is that the three theological classes would also be recorded in summer and launched in either fall 2022 or winter 2023.

7. Elder Training Modules: development and distribution

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

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

Dwayne and Genghis continue to lead training for church boards and as I have time, I am onboarding with the material to be able to provide this training as well. A continued number of requests come in for the development of boards as they transition members.

Until recently, elder training has solely rested with the District Office. We are shifting to a regional coach and partnership model with the intention that regional partners will be trained and developed to offer BLT annually and as requested by churches in their region. This increases the capacity of district staff for additional ministry needs and strategic engagement with churches. It also increases our reach, allows for teaching to be contextualized regionally and culturally, and increases availability for the training for churches.

Regional partners will be remunerated for their time and should issues arise; the regional partner would refer churches to the District Office. Dwayne will be training the regional partners. Currently, Steve Foster has agreed to serve the Vancouver Island region and provide additional support in other regions if needed, and Dave Driedger has agreed to serve the North region. Other regional coaches are being approached.

Elder Training Events Attendance

2019 – 165

2020 – 129

2021 – 98

Total attendees to date: 1140

A new strategy for elder training, conflict engagement, ministry partnerships, and more will be discussed in the DS Report to DEXCOM.

Venture: Mobilization and Multiplication

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

1. Champion church planting and launching of New Ventures

Updates:

a) Lighthouse Community (Cam and Leigh Stutters, Kelowna)

Andy Lambkin recently visited Cam and Leigh, spending an evening with them and their leadership team; he also had the opportunity to meet with Keith Whitaker (Mission Creek alliance, partner church) to assess his sense of the Lighthouse work. Cam and Leigh have a solid leadership team and meet weekly with their missional community. Keith is encouraged by the progress that is being demonstrated.

b) The CPD, in partnership with Fraser Lands Church, continues to act as a financial contributor to a new venture in Montreal led by Joseph Luamba.

c) In 2021, Daren and Kristin Wride launched a new venture called 12Church in partnership with Fort St. John Alliance. This missional community has a significant online ministry presence, and they are committed to training people in discipleship and evangelism. We intend to renew our partnership with Daren and Kristen in April for another year.

2. Network with, and access the resources of, the national New Venture Implementer Network in support of church planters and New Venture leaders

This network is both strong and gaining strength.

3. Hungry for Life (HFL) Partnership

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

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

A vision trip for pastors to see the work in Northern Iraq is tentatively being planned for November 2022.

4. Virtual Missions Trips

With short-term mission trips prohibited by the pandemic, at least three CPD churches hosted "virtual missions trips." These ranged from a one-day event to five days with three hours of meetings each day, and included Zoom visits with IWs, cultural learning, testimonies of national believers, virtual tours of ministry sites, and even cooking lessons and a shared meal!

5. Gateway

As part of our national strategy in entering Gateway, under the leadership of Paul Brooks, GM has partnered with Power to Change in their Digital Mentoring Ministry. We now have over 70 mentors across Canada corresponding with mentees in Gateway.

6. IW Home Assignment (HA)

IWs on home assignment are accountable to their district mobilizers with respect to connecting with churches. Over the last six months, six IW units have been in BC. Two of those have had extended HA because of COVID-19 but are expected to be leaving within the next several weeks. One is retiring at the end of March. The other three anticipate a return to their fields in the spring and summer.

At least 27 CPD churches had connections with IWs on HA in the last six months, 13 of those speaking in a Sunday service (and also some others via Zoom with IWs overseas).

7. Missions Coaching

At least six CPD pastors and/or mission committees have contacted Lisa in the last few months to seek help in restarting or refocusing their mission committee or starting up latent missions activity.

One of the tools Lisa has begun using is Interface (by Simply Mobilizing), a six-hour seminar designed to help church leaders guide their churches into becoming truly missional.

Structure: Organizational Effectiveness

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

1. Create and utilize an Operations Policies Manual to support Lead Team functioning
 - Available on StaffShare and policies affecting all staff are reviewed annually with the entire office team
 - Two policies in the manual are reviewed by the Lead Team at each meeting
2. Create and utilize an Employee Handbook for orienting and supporting all staff
 - Available on StaffShare and reviewed annually with entire office team
 - Annual review was completed on March 15, 2022
3. Implement annual performance reviews for all staff
 - Reviews include completion of a review report by the employee, an interview between the employee and their supervisor(s), verbal agreement on any changes to employee responsibilities or requests for improved performance, and written confirmation of those changes

Employee	Review Date
Aaron Chan	December 1, 2021
Genghis Chan	December 6, 2021
Joshua Chui	n/a
Stacy Dryfhout	December 6, 2021
Erin Knott	December 16, 2021
Nicki Lundrigan	December 8, 2021
Lisa Rohrick	December 1, 2021
Dwayne Toews	December 8, 2021
Kim Tran	December 6, 2021

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

- Full Microsoft365 suite
- ACS On Demand database & connected Church Life smartphone app
- Virtual Private Network (VPN) that allows network connection outside the office
- Shared drive for all staff
- Staff access to myCPD for resources
- Use of Microsoft Teams and Zoom for virtual meetings

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

5. Information Management

- Employing systems for managing the flow, storage, and management of for documents and information of workers and churches
- Utilizing tracking systems for supporting and tracking workers in the licensing and ordination process
- Maintaining consistent standards for communication and documentation

6. Supporting our churches through the pandemic:

- Formation of the Pandemic Response Team that met as needed.
- Ongoing crisis communication through multiple district-created guidance documents (including the BC Restart Plan – Church Guidance and Considerations, Crisis Communication for Churches, COVID-19 Church Gathering Restriction Guidance, and Church Annual General Meetings During COVID-19) as well as regular communication on changes to restrictions impacting churches.

The purpose of these communications is not to interpret provincial health orders, but rather to disseminate information quickly and clearly for churches, Official Workers, and Boards so they are able to adjust to an everchanging situation in their context as soon as possible.

- Creation of website resource pages (both our public website and myCPD) for ongoing communication and support for churches in various areas including government resources, church guidelines and communication resources, weddings, Annual General Meetings, finances, employment, church facilities, risk management, media and online church resources, and ministry resources.
- Monitoring of every public health press conference by Erin and Dwayne for potential impact on churches.
- Advice, guidance, and support for questions related to adherence and interpretation of gathering restrictions, holding an Annual General Meeting during the pandemic, and navigating ministry shifts and church responses.
- Articulation of the CPD stance on civil disobedience through two position statements.
- Advocacy with the Provincial Health Officer via a letter sent on March 5, 2021 for equity in the treatment of churches, the reopening of churches with appropriate safety plans in place, and that religious support groups to be allowed to meet under the same conditions as mental health support groups.
- Participation by Erin in the BC government town halls for faith organizations and by Erin and Dwayne in a government of Canada information session for faith leaders.

- Multiple pastoral care supports including ongoing resourcing through the website ('Wilderness: The In-Between'), care and compassion connections with pastors, and facilitated Zoom meetings between CPD workers.
- Hosting the 'Let Praise Arise' online event to celebrate what God is doing in the CPD during the pandemic.
- Provision of financial supports for churches with loans through the Loan Development Fund to suspend payments or allow for payments of interest only for churches struggling with decreased income.

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

Policy

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

DS Interpretation

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

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

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

When should a particular requirement be adapted, relaxed, toughened, or set aside (perhaps temporarily) in light of local circumstances? When would a district requirement of some kind be experienced as deeply discouraging, even crushing by the local church? Can the district discern between a mandatory (deal-breaking) requirement and a less central one where there's room for adaptation?

How can the district deliver assistance that is customized to each specific local church, knowing its unique strengths and weaknesses? How can the district encourage and lift a local church given its own self-understanding of its vision and mission where Jesus has placed it?

Compliance

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

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

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

Policy

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

DS Interpretation

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

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

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

Compliance

I provide the following monitoring information:

- It remains my desire for the CPD to work in collaboration with the NMC. As such, I am engaged in monthly DS Network (DSN) meetings, and biannual Global Leadership Team (GLT) and Implementation Team (I-Team) meetings where the C&MA ethos, vision, and strategy are developed and implemented.
- A review of our digital content demonstrates that the district has extensively promoted and educated our Official Workers around the President's vision and 5S Plan using our News Updates and website. News Updates in 2021 and 2022 to date have included ongoing promotion of 16 unique events or initiatives in 23 News Updates sent out. The district website has multiple video resources, links to NMC ministries, and is regularly updated to promote NMC initiatives.
- A review of our digital content demonstrates that the district has utilized the website to disseminate and promote national initiatives such as the Local Church Annual Report, the Official Worker's Survey, General Assembly, Envision, the Jaffray Project, Raise a Hallelujah, Scatter Global, Defend Dignity projects, the Justice and Compassion Catalogue, the Connection magazine, etc.
- We invited the President to be present at and participate in District Conference (DC) 2021.
- With the transition from Dave Hearn's presidency to Keith Taylor, and the anticipation of a new president after General Assembly 2022, there is significant change happening with respect to the 5S Strategic Plan and the nomenclature of "Culture, Nurture, Venture, Structure." I will speak about these changes, and the implications, in my DS Report to DEXCOM.
- A review of our LT and support staff calendars reveals extensive participation, teamwork, and partnership with the national and district dimensions of our family of churches, as follows (partial list):
 - Hosting and participating on the national DS Administrative Professionals Team (Erin, Stacy, and more recently Kim)
 - Erin's participation on the General Assembly Committee on Committees
 - Dwayne's leadership of the National Licensing and Ordination Committee
 - Dwayne's and my engagement with Envision nationally and with North Shore Alliance Church and Joze Reverente in our district

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

Policy

4.1 Treatment of Ministry Recipients

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

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

DS Interpretation

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

Compliance

The DS has designated the Assistant DS for Executive Administration and Governance (ADS-EAG) as the Privacy Officer for the CPD. The DS will consider compliance to have been achieved through the ADS-EAGs annual certification of compliance to privacy legislation on the *ADS-EAG Compliance Statement* document.

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

No privacy complaints or requests have been received. The CPD Privacy Policy will be reviewed at the April 11, 2022 All Staff Meeting.

Erin Knott

Name



Signature

March 18, 2022

Date

Policy

4.2. Treatment of Staff

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

The District Superintendent will not:

4.2.1. Operate without written personnel rules that:

- a) clarify rules for staff,
- b) provide for effective handling of grievances, and
- c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.

4.2.2. Fail to acquaint staff with the District Superintendent's interpretation of their protections under this policy.

DS Interpretation/Compliance

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

Compliance

The DS has directed the OM to accept responsibility for the implementation and annual communication to all staff of the contents of the *CPD Employee Handbook* and the *District Office Anti-Harassment Policy and Procedures* which contain the relevant guidelines, protections, and procedures.

The OM will proactively brief the staff on the DS’s interpretation of staff members’ protections as contained in the Handbook. Staff will be given opportunity to raise questions about any aspect of the Handbook’s content and the interpretation of any individual provision or protection.

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

An annual review of the CPD Employee Handbook and the District Office Anti-Harassment Policy and Procedures was completed on March 15, 2022.

Dwayne Toews



March 18, 2022

Name

Signature

Date

Policy

The District Superintendent will not:

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

DS Interpretation

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

Compliance

The CPD uses the *Procedures for Workplace Safety* document as its guide. All staff will be briefed from this guide and trained in the relevant procedures. The CPD arranges for annual inspections of fire extinguishers and for the City of Surrey Fire Department to inspect our fire mitigation systems annually.

The annual fire inspection was completed on March 7, 2022 with no issues.

The *Procedures for Workplace Safety* document will be reviewed at the All Staff Meeting on April 11, 2022.

Dwayne Toews
Name


Signature

March 18, 2022
Date

Policy

The District Superintendent will not:

4.2.4. Offer employment without:

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

DS Interpretation

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

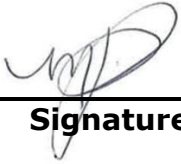
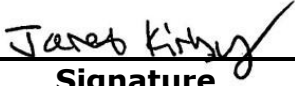
Compliance

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

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

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

No permanent employees have been hired who are not at arm’s length from any current permanent District Office employee.

Mark Peters Name	 Signature	March 23, 2022 Date
Janet Kirby Name	 Signature	March 22, 2022 Date

Policy

The District Superintendent will not:

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



DS Interpretation

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

Compliance

The DS will review these documents on an annual basis. The DS has directed the OM to carefully monitor all district human resources practices for conformity to these standards. Any oversight or lack of compliance will be rectified within 15 business days of awareness and will be reported to DEXCOM immediately. No grievances have been filed.

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

Mark Peters Name	 Signature	March 23, 2022 Date
Dwayne Toews Name	 Signature	March 18, 2022 Date

Policy

The District Superintendent will not:

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

DS Interpretation/Compliance

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

Compliance

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

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

Dwayne Toews Name	 Signature	March 18, 2022 Date
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Policy

The District Superintendent will not:

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

DS Interpretation

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

Compliance

If, in the opinion of the DS, such discipline shall be necessary, before proceeding to implement the policy the DS will inform the AGO of their intentions and they shall review the policy together. In situations where discipline is required, the DS will inform DEXCOM that such proceedings are taking place and of the outcome of the disciplinary process.

No such discipline was required during the reporting period.

Janet Kirby		March 22, 2022
Name	Signature	Date

Policy

4.8 Communication and Support to the DEXCOM

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

The District Superintendent will not:

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

DS Interpretation

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

Compliance

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

Policy

The District Superintendent will not:

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

DS Interpretation

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

Compliance

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

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

Mark Peters

Name



Signature

March 23, 2022

Date

Policy

The District Superintendent will not:

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

DS Interpretation

See under 4.8.

Compliance

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

Policy

The District Superintendent will not:

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

DS Interpretation

See under 4.8.1.

Compliance

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

- 1) the written reports and monitoring information the DS provides to DEXCOM at regularly scheduled meetings
- 2) the *In-Camera* session the DS conducts with the DEXCOM at regularly scheduled meetings where such information can be communicated verbally and opportunity for action and DEXCOM decision-making is provided

- 3) the option of the DS convening a conference call or virtual meeting to bring such information for discussion and potential action

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

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

Mark Peters		March 23, 2022
Name	Signature	Date

Policy

The District Superintendent will not:

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

DS Interpretation

See under 4.8.1.

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

District staff seek to remain current with changing legislation by:

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

Compliance

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

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

Mark Peters

Name



Signature

March 23, 2022

Date

Policy

4.9 Strategic Planning

The District Superintendent shall not fail to develop a strategic vision and plan designed to accomplish the District's Ends.

DS Interpretation

This policy is accomplished by bringing a strategic plan to DEXCOM meeting. A strategic plan will be presented on a biennial basis in the year following District Conference.

Compliance

Given that I am new to this role; given that COVID restrictions/responsibilities have slowed my key learnings, and given that my national responsibilities have been larger than expected, I am not prepared to submit a plan that outlines the strategic priorities of the CPD. I speak to this matter in greater detail in my DS Report to DEXCOM.

I certify that this policy is in partial compliance and fully expect to be able to submit such a plan to DEXCOM in our October 2022 meetings.

Policy

4.10 District Conference Preparation and Process

The District Superintendent shall not fail to plan the dates of District Conference. The District Superintendent shall not fail to ensure proper and adequate preparation is made for each District Conference, including meeting notification to member churches, delegate selection, appointment of Conference officers, report dissemination, credential confirmation, guest speakers, and Conference facilities and shall not fail to report to the DEXCOM any significant violations of mandated Conference process.

DS Interpretation

DEXCOM requires that the DS plan and communicate the dates for District Conference and fulfill all constitutional and policy requirements relating to all aspects of conference, as listed in the policy. DEXCOM requires that the DS plans and executes a well-organized, well-run, and effective conference.

Compliance

Since 2022 is not a District Conference year, the dates for District Conference 2023 will be proposed by the October DEXCOM meeting.

Policy

4.11 District Risk Management Policies

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

1. Children and youth ministry
2. Vulnerable persons

4.11.1 The District Superintendent will not fail to inform DEXCOM of the current policy.

DS Interpretation

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

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

Compliance

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

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

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

Churches are in the process of adopting their own policies and given the complexity of working with 81 churches through policy creation or review, additional time for this project has been required. Currently, 77 churches (95%) have completed the process and are in compliance. Additionally, 1 church (1%) is in the process of revision.

The remaining 3 churches (4%) who have not yet started this process have been contacted by CPD staff or Charlene Kane to offer help and encourage them to begin. Genghis Chan, Erin Knott, and Dwayne Toews have also been involved to work with churches that are struggling.

The churches who have not completed this process are:

In Process

Aldergrove Alliance Church

Not Started

Chilliwack Chinese Alliance Church

Rocky Mountain Alliance Church

Vancouver Mandarin Church

It is anticipated that this will be in compliance by the October 2022 DEXCOM meeting.

Erin Knott		March 18, 2022
Name	Signature	Date

Policy

4.12 District Risk Management Policies

In the District Superintendent’s management of operational achievement and conduct the District Superintendent will not:

- 4.12.1 Fail to actively facilitate the releasing of women and men into ministry and into leadership roles at every level throughout the district, with a particular focus on addressing the cultural and systemic barriers women commonly navigate. The District Superintendent will not fail to have at least one operational standing committee that is focused on this goal and that women and men will be equally represented on the committee.

DS Interpretation

DEXCOM requires that intentional work be done to release both women and men into ministry and leadership at every level in the CPD. This is accomplished through the formation of an operational committee with the specific mandate to identify and recommend ways to address the cultural and systemic barriers that women commonly experience. The committee will be comprised of men and women, and as much as possible, include people of colour to reflect the diversity present in our district.

Compliance

The DS will consider compliance to have been achieved with the formation of an operational standing committee after DEXCOM has completed its two self-mandated education sessions on developing female leaders at the April 2022 meeting. Women and men will be equally recruited to join the committee to identify and recommend ways to address the cultural and systemic barriers that women commonly experience.

In the interim, the conversation group on developing female leaders comprised of the DS, Erin Knott, Dwayne Toews, and Kyla Ward is completing work on a whitepaper that may inform and identify existing barriers for the committee.

I certify that this policy is in partial compliance.

Mark Peters

Name



Signature

March 23, 2022

Date