

Addendum to CALC's 10-Year Plan Executive Summary

Summary of CALC's Organizational Structure.

The Canadian Association of Lutheran Congregations (CALC) is a federally chartered church body formed to unite, serve, equip, encourage and empower independent congregations and individuals who share a common belief that:

- The Holy Bible is the inspired and inerrant Word of God.
- Our faith and life are rooted in and shaped by the Holy Bible and our Lutheran Confessions.
- Our mission is found in Christ's Great Commission: His call to us to be His disciples and make others His disciples.

We believe that Christ's Great Commission is lived out in the local congregation, yet, each congregation is a part of the greater Body of Christ and naturally seeks union with other congregations in order to more effectively fulfill its mission.

CALC Congregations:

- Call their own pastors, own their property free of any interest by CALC, maintain their properties conduct their own programs.
- Voluntarily bind themselves as members of our Association as either Member Congregations or Associate Congregations. Member congregations are entitled to send delegates to vote at our National Conventions. Associate Member congregations are entitled to all rights and obligations of a Member congregation, and have voice but not vote at National Conventions.
- Participate voluntarily and wholeheartedly in programs approved by CALC.

CALC:

- Is a Special Act corporation now governed by the new Not-for Profit Corporations Act. We are registered with Industry Canada and has all the powers and is subject to all the liabilities of a Canadian Not For Profit Corporation.
- Amendments to governing documents require approval of the majority of delegates to a national convention and must be ratified by 75% of the member congregations voting by ballot.
- Is not an ecclesial authority or church body that has authority over Member and Associate Member congregations and Individual Associate Members.
- Between national conventions is governed by a National Council consisting of a Board of Elders (who are responsible for the matters of faith and life of our Association) and a Board of Trustees (who are responsible for the temporal affairs of our Association).
- Is governed by the General Convention of delegates who must meet at least annually.
- Insures faithful adherence to the doctrinal position as confessed by this Association.
- Applies discipline when disloyalty to this Association's doctrinal position is evident
- Enlists wholehearted cooperation between and among congregations in the fulfillment of CALC's mission as duly articulated and approved by the conventions of this Association.

CALC's Mission.

Article 5, Section 4: Statement of Mission

The mission of this Association is to:

- 4.1 Assist Associate and Member Congregations and Individual members in coordinating joint efforts for the sake of Jesus Christ and His Church.
 - 4.1.1 These shall include the emphases of the Association. These may also include (but are not limited to) other areas such as: conferences and seminars; exchange visits; lay activities; distribution of Bibles and other literature; children's homes, Bible camps, Bible schools, ministries to women, men, youth, singles, families; chaplaincy work; and other caring ministries.
 - 4.1.2 Assist the congregations involved with the Association in the nurture of the children, youth, and adults in the covenant of their Baptism that they may grow in the knowledge of Jesus Christ and in their life of loving and obedient faith in Him.
 - 4.1.3 Study the problems of contemporary life and society in the light provided by the sacred Scriptures in order to bring to bear as Christian understanding of human nature, Law and Gospel, and Dr. Martin Luther's insight concerning the two kingdoms, in order to enter effectively into society and government to help in dealing justly and mercifully with such problems.
 - 4.1.4 Develop, produce, and broadcast programs to communicate the Gospel using various communication media such as radio, television, audio and video tapes, motion pictures, etc.

- 4.1.5 Establish pension, medical, and disability plans in order to provide assistance for the pastors, eligible laity, and their families.
- 4.2 Assist Member Congregations on the roster of this Association to to:
- 4.2.1 Establish congregations and missions throughout the world as centres for the proclamation of God’s Word and proper administration of the Sacraments, Christian evangelism, ministries of outreach and mercy, and Christian fellowship and growth.
- 4.2.2 Train and discipline an ordained ministry for the administration of the Means of Grace.
- 4.2.3 Provide theological and parish education and ministry to those involved in higher education.
- 4.2.4 Establish and maintain cooperative relationships and support with other denominations, groups, and independent movements, who are in doctrinal agreement, so that together we may effectively minister the Gospel of Jesus Christ to the whole world.

CALC’s Membership



CALC’s membership includes thirty-three (33) congregations spread over five (5) Canadian provinces and twelve (12) individual members. Thirty of the thirty-three member congregations are full members and three are associate member congregations. The distribution of our congregations and the number in each province is depicted in the map to the left.

The various categories of membership are described below.

Congregations within each province also form geographic clusters. These clusters are also described below.

Alberta Congregations	City	Joined
1. Christ Lutheran	Sexsmith	1994
2. Journey’s Lutheran	Grande Prairie	2006
3. St. Peter’s Lutheran	Cochrane	2007
4. Peace Lutheran Church	Wainwright	2011
5. Sharon Lutheran Church	Irma,	2012
6. Golden Valley Lutheran	Viking	2012
7. Bardo Lutheran Church	Tofield	2012
8. Immanuel Lutheran Church	Stony Plain	2012
9. Emmaus Lutheran Church	Edmonton	2013
10. Salem Lutheran Church	Kingman	2013
11. Trondhjem Lutheran Church	Round Hill	2013
12. Calvary Evangelical Lutheran	Wetaskiwin	2013
13. Asker Lutheran Church	Ponoka	2013
14. Bethel Lutheran Church	Marwayne	2014
15. Faith Lutheran Church	Calgary	2014
16. Victory Lutheran	Medicine Hat	2014
Manitoba Congregations	City	Joined
Christ Lutheran	Morden	1997

BC Congregations	City	Joined
1. St. Andrews	Kamloops	1994
2. Grace Lutheran	Kelowna	2008
3. Martin Luther	Vancouver	2008
4. Basel Hakka Lutheran	Vancouver	2012
5. Vancouver Chinese Lutheran	Burnaby	2013
6. Mount Calvary Lutheran	Mission	2013
Saskatchewan Congregations	City	Joined
1. Trinity Lutheran Church	Leader	2012
2. St. Johns N. Prairie Lutheran	Preeceville	2012
3. Immanuel Lutheran Church	Parkside	2014
Ontario Congregations	City	Joined
1. Faith Lutheran	North York	2008
2. Resurrection Lutheran	Pembroke	2011
3. All Saints Lutheran Church	Ottawa	2012
4. Good Shepherd	North York	2012
5. St. Matthew’s Lutheran	Cornwall	2012
6. St. Peter’s Lutheran Church	Sullivan	2013
7. Goodwood Lutheran Mission	Goodwood	2013

Membership Categories:

The membership in CALC consists of (1) Member Congregations; (2) Associate Member Congregations; and (3) Associate Members (individuals). Congregations and individuals who seek to be members of CALC must file a written application with the National Council. All members, regardless of category, must unreservedly subscribe to the Confession of Faith (Article 3) and the statement of Purpose (Article 5) of CALC’s Constitution. In addition, Member Congregations must: (a) accept and be bound by CALC’s Constitution and Bylaws; (b) agree to participate in the programs of activity approved by the Conventions and determined individually by the local

congregations; and (c) vote as a congregation to join CALC as a Member Congregation by at least a simple majority vote at a legally called and conducted meeting of the congregation. A Member Congregation may send delegates to CALC's meetings and conventions and said delegates shall have voice and vote at said gatherings. An individual or congregation who accepts the Confession of Faith (Article 3) and statement of Purpose (Article 5) of CALC's Constitution shall be an Associate Member or an Associate Member Congregation, respectively. Associate Members and Associate Member Congregations have all the rights of a Member Congregation, including voice at CALC's conventions and meetings, but cannot vote. Members of CALC make voluntary financial contributions to our Association annually.

Membership Statistics:

We have twelve (12) individual Associate members of CALC. One of our Individual Associate Members, Pastor Peeter Vanker, serves on our National Council. He is a member of the Board of Elders. Three of our 31 member congregations are designated Associate Member Congregations: Vancouver Chinese Lutheran Church of Burnaby, BC; Basel Hakka Lutheran Church of Vancouver, BC; and Faith Lutheran Church in Calgary, AB. All other congregations are full member congregations.

Geographic Clusters:

Some of CALC's congregations form geographic clusters:

- a. **BC Lower Mainland:** Vancouver Chinese Lutheran Church of Burnaby; Basel Hakka Lutheran Church of Vancouver; Martin Luther Evangelical Lutheran Church of Vancouver; and Mount Calvary Lutheran Church of Mission, are within easy driving distance of one another (Mt. Calvary being the farthest away from the other three congregations).
- b. **BC Interior:** Grace Lutheran Church, West Kelowna, and St. Andrew's Lutheran Church in Kamloops are within a 2-3 hour drive of one another.
- c. **Alberta Capitol Region:** Eleven (11) of the fourteen CALC congregations are within 2.5 hours driving distance of Edmonton. The two congregations in and around Grande Prairie, AB, are more than a five hour drive from Edmonton. The trip from Edmonton to St. Peters in Cochrane and Faith Lutheran in Calgary takes about three hours.
- d. **Saskatchewan Congregations:** The drive from St. John Lutheran, Preeceville, to Trinity Lutheran, Leader, takes about 7.5 hours. The drive from Trinity Lutheran, Leader, to Immanuel Lutheran, Parkside, takes about 5 hours. The drive from St. John Lutheran, Preeceville, to Immanuel Lutheran, Parkside, takes about 5 hours.
- e. **Manitoba Congregation:** Morden is located in South Central Manitoba, 112 km from Winnipeg City Limits, and 19 km from the U.S. border. It would take more than 7 hours to drive from Morden to Preeceville, Saskatchewan.
- f. **Toronto and Area:** Our two congregations in Toronto are less than 8 kilometers apart. Our congregation in Sullivan, Ontario is located about a 2.5 hour drive north of Toronto. Goodwood Mission is located about an hour north of Toronto.
- g. **Ottawa and Area.** Our congregation in Pembroke is about 2 hour drive north and west of our congregation in Ottawa, Ontario. Our congregation in Cornwall is about 1.5 hour drive north and west of our congregation in Ottawa, Ontario.

Annual General Conventions

The Annual General Convention is the only mandated meeting of all of the member congregations and individual associate members of our Association. For many years CALC has displayed this motto on its official publications: ***CALC is a Community of Independent congregations Living Together. The Word of God Created Us. The Word of God Sustains Us. The Word of God Redeems Us. We are servants of one another. We share one another's burdens. As Jesus served us and bore our burdens.*** National Council believes our annual general convention is an excellent opportunity for us to confess our common faith, be servants of one another, share one another's burdens and take concrete steps in achieving our goal proclaiming Jesus to the world as one. Our AGC should be the most important event of the year for members of CALC and it should be planned and attended in accordance with the importance it is accorded in our governing documents. Taking our 2013 Annual General Convention as a template, all group events should be video taped and the video tapes posted on our website.

Date: CALC's General Convention is required to meet annually by call of the President in consultation with the National Council. (Article 9, Section 1 of CALC's Constitution). Our AGC has been called for the first weekend in November since at least 2007. The President, in consultation with the National Council, called the 2014 AGC for the third weekend in October. National Council will review the impact on our ACG of setting the date earlier. We will continue to look at favorable dates for our annual general convention.

Venue: We believe CALC conventions should continue to be hosted by our congregations with the delegation of duties as set forth above. Congregations with the necessary resources can be servants of their fellow members of CALC by hosting the convention.

Agenda: We believe that CALC conventions should continue to begin with a learning event on Friday, business and more learning on Saturday and end with closing worship on Sunday. Our conventions should:

- (a) Make adequate time for conducting our Association's business;
- (b) Provide plenty of opportunities for proclamation of the Gospel, prayer, worship and singing;

- (c) Feature keynote speakers who inspire, encourage and equip us to be 1st Century Churches for 21st Century (including CALC Pastors with academic distinction and/or special qualifications); and
- (d) Provide information and resources for congregations in their quest to support missions and fulfill the Great Commission in their communities.

To this end we propose this template for our Annual General Convention:

Friday		Saturday		Sunday
9:00 – 10:30 am	Keynote Speaker ¹	9:00 – 9:30 am	Devotions/Opening	Closing morning worship.
10:30 – 11:00 am	Break	9:30 – 10:30 am	Business Session ⁴	
11:00 – 11:30 am	Q & A of Speaker	10:30 – 11:00 am	Break	
11:30–12:30 pm	Breakout Session 1 ²	11:00–12:00 pm	Business Session	
12:30 – 1:30 pm	Lunch	12:00 – 1:00 pm	Lunch	
1:30 -- 2:30 pm	Breakout Session 2 ²	1:00 -- 1:30 pm	Intro of special Guests	
2:30 -3:30 pm	Exhibits ³	1:30 -3:00 pm	Keynote Speaker ¹	
		3:00 – 3:30 pm	Break	
7:00 – 8:30 pm	Opening Worship	3:30-4:30 pm	Keynote Speaker/Closing ¹	
8:30 – 9:30 pm	Hospitality	6:30 – 9:30 pm	Closing Banquet	

Footnotes to Agenda Table:

- One or more Keynote Speakers will be invited to make presentations at every AGC. In some years the Keynote Speaker may begin his/her Keynote address at the Friday morning learning event and then continue his/her presentation at the Saturday afternoon session. In some years one Keynote Speaker may lead the Friday morning learning event and another Keynote speaker may lead the Saturday afternoon event. The Keynote Speaker will speak on topics relevant to our overall mission including evangelism, problems of contemporary life and society, missions, ministry to men, women, youth and children; and Christian apologetics.
- The Friday learning event will include two 60 minute long breakout sessions. The classes offered will vary from convention to convention. Topics covered in the breakout session presentations will include: missions; evangelism; governance/accounting practices; ministry to men, women, youth and children; and Christian apologetics.
- Intentional time set aside for delegates and visitors to view vendor displays and speak with breakout presenters.
- During our business session we will conduct our Association's necessary business, including, without limitation: Reports from the President, Elders, Trustees and Treasurer; adoption of the budget for the succeeding year; election of National Council Members as positions become vacant; vote on amendments to our constitution and bylaws; and such other business as may come before our General Convention.

Annual Pastors' Retreat

Retreats have been held at the Best Western Hotel in Fernie, BC, and the River's Edge Retreat Center in Water Valley, Alberta. The Pastors met according to the following schedule:

	Monday	Tuesday	Wednesday	Thursday
Morning	Travel to the conference	Instruction	Instruction	Breakfast & Godspeed
Afternoon		Instruction	Free-time	Travel from conference
Evening	Opening Worship	Reflection/Free-time	Worship/Free-time	Home.

The themes covered by our study conference from year to year have varied. In 2014 Pastors viewed recorded video presentations on Stewardship from LCMC's 2013 Annual Gathering, specifically, presentations by bestselling author Pastor Kyle Idleman and Mr. Chuck Bentley of Crown Financial. In 2013 our Pastors viewed recorded video presentations from LCMC's 2012 Annual Gathering. The theme for their conventions was "becoming Ambassadors for Christ." We watched presentations by Ethiopian Pastor Gemchus Buba, and bestselling authors Pastor Mike Breen and Pastor Reggie Bennett who unpacked the topic in a powerful ways. In 2011 Dr. John Pless, a professor at Concordia Theological Seminary, Fort Wayne, Indiana, gave a two day presentation entitled "Pastor's Devotional Life." Dr. Pless was compensated.

Funding of Costs: CALC's approved budget for each year the event was held included a line item for a Pastors' Study conference. CALC has used the budgeted funds to cover the costs of the retreat: meals, speaker fees, if any, and accommodations. Costs of travel to and from the retreat center were paid by the pastor and/or his or her congregation. If a pastor was unable to fund all the costs of travel, the costs were covered by donations from members of National Council, a members of a CALC congregation and/or one of our congregations.

Annual Pastors' Study Conference/Retreat Going Forward.

National Council believes that a Pastors' Study Conference and Retreat is still highly beneficial for our pastors. However, we need guidance form our congregations in the following areas.

- Inasmuch as an annual gathering for pastors is not mandated by our governing documents, do our congregations want the National Council to continue to organize an Annual Pastors' Retreat for CALC's pastors?
- If the answer to question 1 is in the affirmative please answer the following additional questions.

- (a) Do our congregations want the Annual Pastors' Study Conference and Retreat to be organized as it is currently? (A pastors' retreat continue to be a line item in our CALC budget. We would see where we could take steps to tighten costs of the retreat center by perhaps using a retreat center affiliated or associated with the a CALC congregation. We use continue to use resources like video recordings of presents to LCMC's convention. We use CALC pastors as presenters. One of our Pastors is a former professor of Lutheran Theological Seminary in Saskatoon. We have a pastor who is in the process of being professionally certified in the area Thanatology, the study of the process of death and dying. Line item funds would be used to fund the costs of the retreat. Costs of travel to and from the retreat continue be covered by congregations plus a proportional share of retreat costs if they exceed CALC's budgeted amount. Congregations who cannot afford to send their pastor apply for a grant on the same basis as a delegate to our convention applying for a Travel Grant.
- (b) In an effort to cut travel costs, should we have a retreat in the east for Ontario pastors and one out west for BC and prairie pastors? The funds from the line item for a pastor's Retreat could be shared between the two retreats on the basis of attendance at each retreat and costs of travel to and from the retreat plus any cost overruns funded by the congregations who participate in the retreat.
- (c) In an effort to be better stewards of our resources, do we want to add a shortened Pastors' Retreat either before or after our Annual General Convention? Pastors could travel to the convention on Wednesday meet in retreat on Wednesday evening and all day Thursday. Pastors would then participate in the convention and leave on Sunday. In the alternative Pastors would stay at the convention site Sunday and then meet in retreat Sunday evening, all day Monday and leave for home Tuesday morning.
- (d) Do we CALC Pastors to attend an existing Lutheran Pastors' Study Conference or Retreat as a group and use the free time provided during the retreat to gather CALC pastors together to permit supportive peer relationships to develop and grow.? Perhaps pastors in BC and the Prairies could meet at the annual Canadian Rockies Theological Conference, a pan-Lutheran four day (Mon. to Thurs.) gathering held in April/May in Canmore, Alberta (outside Calgary). The costs of the retreat for each pastor would be covered by his/her congregation, with congregations without the resources to make an application for a travel grant. Travel logistics may require that a similar type of retreat be selected for pastors in the east.

Cluster Gatherings.

The map and supporting information found above reveals that we have clusters of congregations that are within driving distance of one another. These clusters of congregations lend themselves to localized gatherings. Such local gatherings have taken place.

- In September of 2013, Bardo Lutheran Church in Tofield, Alberta, organized a gathering of congregations in and around Edmonton area, in advance of our 2013 annual general convention in Stony Plain, Alberta. Despite the fact that the fall harvest was in high gear, members of every congregation in and around the Edmonton area was represented at the event. The gathering was a time of worship, learning and fellowship. Those gathered heard a portion of a video presentation made by the Rev. Dr. Gemchus Buba, to the delegates of the 2012 annual gathering of Lutheran Congregations is Mission for Christ (LCMC). Our CALC pastors took in the Dr. Buba's full presentation and the presentation of two other keynote speakers from LCMC's annual gathering at our 2013 Pastor's Retreat. Our President was given an opportunity speak to those assembled about our upcoming convention. Pastor Harold Rust, the President of Canadian Lutheran Bible Institute (CLBI) of nearby Camrose, Alberta, gave a presentation on CLBI. We enjoyed a delicious lunch. The day was crowned with a worship service at which our President preached. Music was provided by groups and individuals from the congregations participating in the event.
- A group of pastors and lay people representing many of the churches in Ontario met for an afternoon on January 9th of 2014. The purpose of the meeting was to discuss Congregational pastoral issues and concerns within their "cluster", including suggestions to be forwarded to CALC Board meeting on January 18th, 2014 and "debriefing" on the CALC 2013 convention.

Cluster Gatherings Going Forward.

- Grassroots Cluster Gatherings. The gathering in Tofield, Alberta, serves as a model for similar gatherings within the geographic clusters described on pages 16 and 17 above. The event was organized as a grassroots initiative which began with Bardo Lutheran in Tofield and was embraced by other congregations in the area. The congregations requested CALC's involvement and assigned representatives of CALC specific role. Grassroots clusters represent excellent opportunities for congregations within driving distance to get together for worship, education, encouragement and prayer. The gathering in Ontario also serves as a model for gathering our congregations together in clusters.
- Intentional Cluster Gatherings. Intentional cluster gatherings strategically planned by committee representing a cluster of congregations within driving distance of one another and a representative of our Association. These gatherings are not only an opportunity for congregations within driving distance to get together for worship, education, encouragement and prayer; they also offer an opportunity for a representative of CALC to communicate with our congregations and receive feedback from our congregations.

Missions/Evangelism.

CALC is not mandated to establish and maintain children's homes, Bible camps, Bible schools, or directly engage in the distribution of Bible or establish ministries to women, men, youth, singles, and families. Many CALC congregations and their pastors and members are involved in the establishment, maintenance and support of many of the above referenced ministries. By way of example:

- ❖ Members and pastors of CALC congregations and our individual associate members have been involved in the establishment, operation and maintenance of **Bible Camps**. They have served on boards and committees of these Bible Camps. They have served as camp councillors,

managers, keynote speakers, camp chaplains, employees and executive directors. They have supported these camps with their volunteer time, their gifts and skills and financial donations.

- ❖ Members and pastors of CALC congregations and our individual associate members have been involved in the operation and maintenance of **Bible Schools**, including without limitation, Canadian Lutheran Bible Institute (CLBI) and Lutheran Collegiate Bible Institute (LCBI). They have served on boards and committees of these Bible Schools. They have served as instructors, keynote speakers, chaplains, employees and executive directors. They have supported these schools with their volunteer time, their gifts and skills and financial donations.
- ❖ Members and pastors of CALC congregations and our individual associate members have been involved in the support of **Christian Children's Homes**, primarily in foreign lands. They have primarily supported these homes with their volunteer time, their gifts and skills and financial donations.
- ❖ Members and pastors of CALC congregations and our individual associate members have been involved in the support of diverse **Christian Missions**, including the support of missionaries and mission organizations, orphanages, schools, seminaries, aid in response to natural and manmade disasters, economic development, and the provision emergency food and shelter, in Canada, the United States and in foreign lands. They have primarily supported these missions with their volunteer time, their gifts and skills and financial donations.

Our governing documents state that CALC's role is to coordinate our congregations in their joint ministries relating to the distribution of Scripture, Bible Schools, Bible Camps, Children's Homes and similar ministries. In furtherance of this mandate CALC has:

- ❖ Made booth space available at our Annual General Gatherings for the various ministries engaged in and supported by our congregations.
- ❖ Made breakout sessions available our Annual General Gatherings which permitted the various ministries engaged in and supported by our congregations to share about their ministries and make an appeal for support from our broader community of congregations
- ❖ Featured the various ministries engaged in and supported by our congregations in our publications, including, the Lutheran Connector.

We believe that our mandate in this regard could be lived out in more effective ways. We will continue to make our constituency aware of mission opportunities through booths and breakouts sessions at are Annual General Convention. We will continue to highlight them in our Lutheran Connector. We should also use our website in this endeavor. We could create a separate webpage on our website which lists:

- ❖ Christian Camps our CALC congregations support, with links to each camp's website.
- ❖ Bible Schools, Seminaries and Christian Training Centers our CALC congregations support, with links to each institution's website.
- ❖ Missionaries and mission organizations, orphanages, schools, seminaries, and Christian aid organizations our CALC congregations support with links to each institution's website.

We could also seek to bring together congregations who support Bible Camps so that stakeholders are networked and mutually beneficial relationships and concrete cooperative action can be achieved for the sake of all the camps. National Council can meet with Bible Schools our congregations can support for the purposes of finding ways our congregations, Pastors and congregants can contribute to the faith, life and mission of these schools.

CALC's National Council has a constitutional obligation to vet organizations our congregations seek to support and bring those organizations forward for approval by the General Convention. (See Subsections 2.2.3 and 2.3.4 of Article 6 of CALC's Constitution). In discharge of this duty National Council should develop a protocol to be used in vetting church bodies, missionary groups and missionaries.

Coordination of Association Wide Mission Endeavour – CALC Missionary: God continues to call his people to the mission field. Perhaps God will touch the heart of a man or woman from a CALC congregation and call him/her to the missionary field through an organization like the World Mission Prayer League (WMPL). Our CALC congregations could agree designate the candidate as a representative of our CALC congregations and enthusiastically work together to support the candidate as a CALC missionary.

Coordination of Association Wide Mission Endeavour - Proposed School in Ontario: In the Ontario cluster gathering in January of this year, the group suggested that CALC respond in some concrete fashion to encourage the establishment of a Lutheran School in Pembroke, spearheaded by Pastor Doug Kranz and supported by a number of local pastors and congregations. National Council's response is as follows:

- CALC would encourage the group called to this ministry to cast a net that is wider than the area surrounding Pembroke. We would suggest that, if a bricks and mortar school is to be constructed in Pembroke, it be fitted with equipment which would permit live streaming and/or recording so that students from other places in Ontario and Canada could participate in classes using the ILT's online classroom model.
- In addition the school could develop a homeschooling program similar to the program developed and used by Heritage Christian School of Kelowna, BC. Heritage Christian offers a BC Provincial High School Diploma by distance learning. The school offers courses that offer a uniquely Christian perspective on subjects that meet or exceed the outcomes required by BC's Ministry of Education. The student writes all provincial exams. The coursework is supervised by a provincially Certified teacher retained by the school. In this way the school could impact students in other CALC congregations and hopefully students outside of CALC congregations.
- National Council believes that an Association wide mission endeavor involving Christian Education that casts a wider net could benefit CALC and the broader Christian Church and is worthy of exploring. However, we need guidance form our congregations. Do our congregations want the National Council to engage in a dialogue with those organising the subject school in relation to the establishment of a distance education component that our congregations can actively support?

Chaplaincy and Extended Ministry.

Chaplaincy and other care ministries represent some of the many ways the church provides ministry to persons in special situations. These chaplaincy ministries are found in a wide range of settings such as: institutions (hospitals, prisons, nursing homes, homes for disabled persons, youth homes, rescue missions and other similar care ministries); pastoral counseling centers; hospice programs; substance abuse recovery programs; grief counseling; and the military service. Some military chaplains offer a full parish ministry, while others may exercise special gifts such as counseling, family life programs, and mentorship.

CALC's mission includes the coordination of the efforts of congregations who identify and encourage one of their members to serve any designated inter-synodical, or non-synodical Lutheran or non-Lutheran institution, agency, or activity. These activities may include without limitation, those who wish to serve as: chaplain in the military or other care ministry; evangelist; missionary; a member of the faculty or the administration of a parochial school, Bible school, Bible college or seminary; and/or administrator in an organization dedicated to evangelism, missionary work and/or the alleviation of poverty and human suffering (collectively "Extended Ministry"). The institution hiring a candidate for work in as a chaplain or in some other caring or extended ministry described above often requires the candidate to be called to the position. The Board of Elders of CALC is authorized such a call at the request of a CALC congregation and upon approval of the candidates application for Call to Extended Ministry in CALC.

Certain organizations, including the Canadian Military and Corrections Canada require that any entity, like CALC, who issues a call to a candidate for chaplaincy in the military or our federal correctional system must belong to an approved ecclesial organization. An example of such an organization is the Lutheran Council in Canada (LCIC). The two members of the LCIC are Evangelical Lutheran Church in Canada (ELCIC) and the Lutheran Church-Canada (LC-C). By reason of CALC's unfortunate history with the ELCIC, it is virtually impossible for CALC to become a member of the (LCIC). As a consequence CALC could not issue a call to a Chaplain for service in the Canadian Military (active or reserve) or in Corrections Canada. However, CALC could join the Evangelical Fellowship of Canada (EFOC). As a member of the EFOC it would be possible for CALC to facilitate a call of a CALC pastor to a chaplaincy in the military or Corrections Canada.

CALC desires to provide competent, well-trained persons to serve in these specialized ministries. Generally chaplains are ordained clergy, gifted and trained, called by the church, and sent by Jesus Christ to bring the Word and the Sacrament to those in institutional and special life circumstances, which very often include crisis and loss. CALC must be prepared to send Chaplains to our military and our correctional institutions. National Council will explore the feasibility of entering into a relationship with the EFOC for the purpose of facilitating a call by a CALC pastor to Extended Ministry. If such a relationship is possible we will seek affirmation from the General Convention.

Pension, Medical, and Disability Plans.

One of CALC's mandates is to establish pension, medical, and disability plans (Employee Benefits Plans or an "EBP") in order to provide assistance for the pastors, eligible laity, and their families. An EBP typically has three components: a pension component, a medical component and a disability component. We will look at each of these components in the table set forth below.

Pension Plan:	<p>Defined Benefit Pension Plan (DBPP): A DBPP promises and employee a pension on retirement equal to a certain percentage of their highest average annual wage prior to retirement. To receive a full pension under this kind of plan you have to work for the employer for a defined number of years and attain a defined age. The monthly premiums are high in relation to other kinds of pension plans. Both the employer and the employee make contributions. If the income and principal of the pension plan do not meet the payment of the pensions of the retired members of the plan, the pension plan administrator has the right to ask the employer to make additional payments to the plan necessary to ensure that the retired employees receive their full pension. The ELCIC once had a DBPP for their pastors. When the markets crashed and plan assets could not pay the required pension payments the ELCIC had to make additional payments funded by congregations. A surtax of 2.5% of the wages paid by every congregation in the ELCIC in order to fund the deficit. The ELCIC soon adopted a new plan for pastors on the roster who had not yet retired. This plan is described below.</p>
	<p>Defined Contribution Pension Plan (DCPP): A DCPP requires pastors and congregations make annual defined contributions into a pension fund established in the pastor's name. The defined contribution is typically equal to a percentage of the pastor's income (wages plus housing allowance). The Pastor and congregation agree on the amount of the annual contribution. The contribution is typically 10%. A pastor making a total of \$60,000.00 would make an annual pension contribution of \$6,000.00, with \$3,000.00 deducted from the pastor's paycheck and remitted to the pension administrator and \$3,000.00 remitted by the congregation to the pension administrator.</p> <p>DCPPs are very flexible. They can take the form of an RSSP in the pastor's name opened in a bank or credit union or a pension fund administered by a professional fund manager. They can be fully self-directed, with the pastor making all the investment decisions; partially self-directed, with the pastor making a decision between a menu of investments offered in a pension fund; or fully directed by a pension fund manager.</p> <p>When the pastor retires the lump sum in his/her pension fund is used to acquire a financial instrument (like an annuity) that gives the pastor a stream of monthly income.</p>

Medical Plan:	A congregations Medical Component typically consists of: <ol style="list-style-type: none"> (a) Paying all or part (typically 50%) of the premium that the church employees must pay to their province under the relevant provincial medical services plan. (b) Paying all or part (typically 50%) of the premium that is due under an extended health insurance policy that covers all or part of costs not covered by provincial plans including costs of prescription medications, hospital stays, ambulance costs, chiropractic and physiotherapy treatments and similar costs. These policies typically include the payment of dental procedures up to an annual maximum on certain items and some costs associated with vision care and glasses.
Disability Plan:	A congregations Disability Component typically consists of: <ol style="list-style-type: none"> (a) Paying all or part (typically 50%) of the premium for a simple term life insurance policy (typically \$60,000.00 or 2.5 times the employees's wage). (b) Paying all or part (typically 50%) of the premium for a standard long-term disability insurance policy.

Our constitution mandates that any EPB established through CALC must be completely voluntary, that is, our congregations must be able to opt into the plan and out of the plan at any time.

In the past CALC's small size made a group Employee Benefit Plan or EPB impractical. Individual congregations, working together with their pastors, have established their own EPB. The EPBs have taken this shape:

1. Some congregations have established an RRSP for their pastor with their local financial institution. They and have funded the same with contributions deducted from the pastor's salary and matching contributions from the congregation deposited into the pastor's RRSP. They have purchased extended medical, dental and vision insurance policies, term insurance and disability policies from a carrier like the Canadian Chamber of Commerce.
2. Some congregations have joined the Canadian Council of Christian Charities (CCCC). The CCCC offers a package for pastors and congregational employees. The package includes: (a) access to a pension fund, a Defined Contribution plan with limited direction by the employee as to how funds are invested; (b) access to a policy of insurance covering extended medical/dental/vision costs; and (c) a modest term life insurance policy (\$60,000.00 standard), plus a long-term disability insurance policy. The CCCC also provide the congregation with support, including pertinent information on accounting, tax, financial, governance and fundraising information for registered religious charities.

National Council intends to undertake the following:

1. National Council will take certain steps toward the establishment a group Employee Benefits Plan for CALC congregations, including a pension plan, medical plan and disability plan, for our pastors and other eligible employees of congregations for presentation to the delegates of our 2015 convention. These steps would include: (1) establishment of the terms and policy limits of any pension plan, medical plan and disability plan; (2) collection of information from each congregation required by the administrator of the group plan to accurately establish the estimated costs of the group plan; and (3) if the response of CALC congregations to our survey meets each carrier's minimum membership requirement, obtain at least two bids from a qualified plan administrators for a potential group EBP.
2. National Council will provide information on existing options for CALC congregations including the implementation of a EPB through CCCC and the Canadian Chamber of Commerce for presentation of our 2015 convention.

Ministry

Mandate to Train and Roster Pastors: In fulfillment of our mandate to work with congregations to train, roster an ordained clergy, CALC has established the *Shepherd's Pathway to Pastoral Ministry* (SP) which was approved by our congregations at the 2009 AGC. The SP provides steps to be taken for the discernment of the candidate's internal call to pastoral ministry.

First Step – Discernment the 40 Days: The candidate and his/her pastor covenant to pray, fast and study. The candidate, and the leadership of his/her congregation, enter into a period of fasting, study and prayer. During the 40 days of fasting and prayer, the candidate will: (1) Review the constitution and main foundational principles of CALC: (a) the authority of Scripture as the divinely inspired, revealed and inerrant Word of God; (b) the Law and Gospel dialectic; (c) the Theology of the Cross and (d) the relevance of the historic Lutheran Confessions. (2) Examine through a series of devotional readings the important qualities of a shepherd by first looking at what it means to have the 'heart of a pastor'. The candidate is not asked to explore his or her academic or professional credentials or their lived out experiences. Each candidate will identify through God's Word, through the people of God, family and friends what in fact are the "heart attributes" of a servant leader are and more precisely, how this will guide his/her role as a shepherd. If, at the end of the 40 day period, the candidate and his/her church leadership believe they possess a "Shepherd's Heart" the candidate enters into the Christ-Centered Pastoral Formation Program (CCPF).

Second Step – The CC PF Program: The Christ-Centered Pastoral Formation Program (CCPF) is very similar to the traditional Clinical Pastoral Education (CPE) unit which is required by many seminaries in North America. However, unlike CPE, which is a multi-faith program, CC PF is Christ-centered. During the CC PF program a candidate has time and an opportunity for internal self-examination with respect to Heart, Soul, Body and Mind aspects of the Shepherd's Pathway. (a) Heart: This facet of the CC PF program takes place in hospitals and care facilities. A supervisor leads candidates through written verbatim and individual and group discussions on how to effectively relate to people under sometimes stressful and difficult situations. The purpose is to recognize and correct any weakness that potential pastors may have in dealing with relationships. (b) Soul. This facet of the CC PF program helps the pastoral candidate to put into place a structured discipline process of staying connected to the source of our life, Jesus, through prayer and diligent study of Scripture. (c) Body. This facet of the CC PF program examines how pastors take care of their physical bodies as well as their families, and marriages in order to create balance in their lives and living. Each candidate meets with a parish nurse to look specifically at self-care and family care, and tries to implement some disciplines in this regard. (d) Mind. This facet of the CC PF program examines the leadership, organizational and administrative skills. Different from theology, this component helps to develop practical, useable skills for parish ministry.

The Third Step – The PRP: The next step is for the candidate to meet with our Pastoral Review Panel (PRP) and discuss a specific training route for a candidate wanting to enter parish ministry. Information gathered through the time of discernment and application process will be provided to the PRP. CALC maintains a Pastoral Review Panel (PRP). Unlike a traditional colloquy body which is commonly understood to be involved in examining and certifying a candidate, the Pastoral Review Panel looks at each specific candidate and puts into place a specific pathway for a candidate wanting to enter into pastoral ministry a pathway which is tailored to and takes into account past experiences, academic credentials and perceived needs. During the times that the PRP meets with the candidates, a conversation will take place in an open, honest and caring atmosphere. For a pastor-in-training, information gathered during the application process and time of discernment will be the starting point for discussion. The PRP will work with the candidate in the discernment and charting of the course for the education/training of the candidate.

Two Educational Tracks: The Shepherd’s Pathway has two pathways to Pastoral Ministry: (1) the *Master of Divinity Program* (three years fulltime academic residence, a Clinical Pastoral component and 12 month internship); (2) *Pastoral Ministry Certificate* (twelve courses taken over two years through the Institute of Lutheran Theology (ILT) Brookings, South Dakota. The 12 courses: (1) Principles of Biblical Interpretation; (2) Luther and his Catechisms; (3) Proclaiming God’s Word; (4) New Testament Theology and History; (5) Lutheran Reformers and the Book of Concord; (6) Pastoral Theology and Care; (7) Old Testament Theology and History; (8) The History of the Christian Church to 1500; (9) Lutheran Worship; (10) Systematic Theology and History; (11) The History of the Christian Church from 1500 to present; (12) Defending and Spreading the Faith.

Seminary - ILT: CALC has no mandate to establish and operate a seminary. A seminary is necessary for training pastors. CALC has entered into a relationship with the Institute of Lutheran Theology (ILT) for the provision of theological Education for CALC Pastors. ILT is an independent pan-Lutheran seminary and graduate school. LIT partners with congregations to educate preachers and teachers to proclaim the true gospel of Jesus Christ to the contemporary world. With a curriculum rooted in Scripture and the Lutheran Confessions, ILT believes that truth is unitary, that theology makes definite truth-claims, and that these claims can be related to the truth-claims of the natural sciences, the social sciences and the humanities generally. Using contemporary technology, ILT offers students an opportunity to study at home through streaming video lecture and seminar discussions, and to integrate their theological education in “hands on” ways within the congregational context. ILT is deeply flexible, offering a wide variety of undergraduate or certificate and graduate programs tailored to student needs, e.g. a Pastoral Ministry Certificate, Masters of Religion, Masters of Divinity, and Masters of Sacred Theology degrees. Additionally, ILT provides lay programming for congregations and individuals, programming highly adapted for congregational adult education. The ILT has two pathways for the Pastoral Ministry: (1) the Master of Divinity Program through its Christ School of Theology; and (2) Pastoral Ministry Certificate (PMC) through its School of Faith and Life. The development of CALC’s Shepherd’s Pathway in consultation with the ILT motivated ILT’s development of the Pastoral Ministry Certificate.

Moving Forward:

1. 40 Day Discernment Period: We must develop a specific uniform curriculum to be followed, which would include the specific subjects to be studied, a reading list and ways of measuring a candidate’s competency. Until such time as we develop a standardized curriculum, the Board of Elders can only ask the candidate and his/her pastor mentor to describe the process they went through in discerning the candidate’s internal call to the pastoral ministry, and if necessary, suggest additional areas of study and reflection. In addition, a candidate may possess training, ministry experience, life experience and/or professional credentials that do not necessitate this step and it may be waived. Such requests will be considered on a case-by-case basis. Candidates seeking equivalency or waiver will need to demonstrate that their training, education, experience and credentials are in fact equivalent to the standards described.

2. CCPF Program: We must develop a specific uniform curriculum to be followed in the Christ Centered Pastoral Formation Program, which would include the specific subjects to be studied, a reading list and ways of measuring a candidate’s competency. Until such time as we develop a standardized curriculum, we can only ask the candidate and his/her pastor mentor to describe the candidate’s involvement in the ministry of the candidate’s home congregation. Has the candidate been preaching, teaching, and visiting the sick and distressed? To what extent has the candidate been involved in the day to day life of the congregation? Has the candidate served in leadership positions in the host congregation or another congregation? Upon assessing this information, the Board of Elders may, if necessary, suggest additional areas of study and reflection for the candidate to pursue. In addition, a candidate may possess training, ministry experience, life experience and/or professional credentials that do not necessitate this step and it may be waived. Such requests will be considered on a case-by-case basis. Candidates seeking equivalency or waiver will need to demonstrate that their training, education, experience and credentials are in fact equivalent to the standards described.

3. Path of Study and the PRP: If consultation with the entire PRP is impractical, the path of study taken by a candidate may be agreed upon by the candidate, the host congregation and CALC’s President and affirmed by the Board of Elders.

4. Ordination/Continuing Education: A candidate taking the PMC path of the Shepherd’s Pathway is eligible for a call by the host congregation following the completion of the three core courses described above under Paragraph 12 i) above. The candidate would then be able to preach, teach, baptize, marry and confirm. The operative word is that the candidate is eligible for ordination. The congregation is free to suggest any other milestone for ordination, including the completion of all the courses required for the PCM.

In the event the candidate is called and ordained prior to completion of the PMC, the Letter of Call should require the candidate to take the additional courses required to obtain the PMC. The Letter of Call should establish a schedule whereby said courses are taken, including consequences for failure to complete said courses, including, without limitation, termination of the call.

5. Pastors/Theologians. The Master of Divinity Degree is the traditional academic degree selected by many students preparing to serve congregations as pastors and theologians. The M-Div student can apply for a PMC as such time as he/she has completed the equivalent of

the twelve PMC classes. The student would be eligible for call and ordination and could continue to take classes toward his/her M-Div degree while in the pastoral ministry.

6. Flexibility. Our two tracks to the Pastoral Ministry permit qualified pastors to be trained to serve our congregations in a way which is sensitive to the needs of any given congregation and the circumstances of the candidate for pastoral ministry. Those studying at ILT are not required to uproot their family and move to the city in which a seminary is located. They can work at a their job and study. They can take as many or as few courses as the circumstances call for.

7. ILT's Sustainability. In light of CALC's current size, the number of students we send to ILT would not be large. Yet, it is important that ILT remain viable. To this end, ILT and certain Canadian citizens have formed ILT Canada Society. CALC's members may make donations to this Canadian registered charity. The donations received will be used to make contributions to ILT's costs of operations through an administrative agreement and set aside for scholarships, awards and bursaries for Canadian students attending ILT.

God Still Speaks. We often lament that the pool of pastors is shrinking. We wonder if there will be pastors in the decades to come. God continues to call men and women to the ministry. They are right in front of us. We must pray to the Lord of the harvest for workers.

8. Support: God calls CALC's congregations to support those who have experienced God's call by walking with them through the 40 day discernment period, providing an loving community in which the candidate can begin to discern their call through service in the congregation, including, worship leadership, preaching, teaching, and service in other leadership roles in the congregation. The congregation can agree to contribute toward the costs incurred by the candidate in seminary training.

9. Seminary Training Fund: CALC congregations and individual congregants can be encouraged to contribute to a fund established by CALC for scholarships, awards and bursaries to seminary students.

Calling Pastors: Each Member and Associate Member congregation of CALC has both the freedom to call a pastor of its own choosing and the solemn responsibility of discerning the aptness for ministry and qualifications of a candidate for the office of the Ministry of Word and Sacrament. However, each calling congregation must follow the terms of its constitution at every stage in the call process. The terms of the any call to of a pastor to a CALC congregation is ultimately determined between the pastor and the calling congregation.

CALC's Assistance: Congregations are free to call upon CALC for assistance in this process. We have made certain materials available to congregations to assist them in this endeavour. We have developed a Call Package which permits a congregation to take stock of its history, its needs, its vision for the future and its pastoral needs. Suggested interview materials and a model Letter of Call are also included. We have developed an application for entry into ministry in a CALC congregation. This document seeks to elicit information on a candidates life story, call to the ministry, educational qualifications, experience in ministry and the disclosure of information on past disciplinary problems. CALC will typically advertise pastoral vacancies on our website, LCMC's website, and our Lutheran Connector. In addition CALC frequently receives inquiries from pastors relating to pastoral vacancies in CALC congregations. These names are kept on file and disclosed when appropriate.

Pastor's Responsibilities under the Typical Letter of Call: Parish Pastors are called to: preach the Word, administer the Sacraments and conduct public worship in harmony with the faith and practices of this Association; baptize, confirm and marry in accordance with the teaching of this Association and with the laws of the province or territory, visit the sick and distressed and bury the dead; inculcate piety in individual and family life and provide pastoral leadership to all schools and auxiliary organizations of the congregation; install members of the Congregational Council and, with the council, administer discipline; seek out and encourage qualified persons to prepare for the ministry of the Gospel and strive to extend the Kingdom of God in the community, at home and abroad; encourage the members to be generous in support of the ministry of the congregation, CALC and the church; keep accurate membership records including baptisms, confirmations, marriages, burials and communicants, and submit a report of such statistics annually to the secretary of the CALC on forms provided by CALC.

Congregation's Responsibilities: To accept the candidate as their pastor, love, pray for, and work with, the candidate. Congregations are called to provide for the pastor's needs which would include: a base salary; a housing allowance or a parsonage plus utilities; a car allowance; employee benefits (pension, extended medical dental insurance, life & disability insurance); funding for continuing education; . funding for conventions and conferences.

CALC's Responsibilities: CALC's role is to provide practical guidance for the pastor candidate and the congregation in the negotiation of the terms of the call. Calls have typically been full time calls to a single congregation or fulltime ministry in a multipoint parish comprised of two or more small congregations. We are beginning to experience changes in the terms of calls issued to parish pastors. Our rural congregations with two points are finding it increasingly difficult to provide for the needs of a fulltime pastor. We have a congregation which is in the midst of training up two candidates in the PMC program with ILT. CALC is called to provide guidance and mentorship for congregations. Challenges of rural ministry may require the development of unique models for ministry. Congregations may have to organize themselves into multipoint parishes with four or more congregations served by a ministry team composed of a pastors with different credentials, including Master of Divinity (M-Div) and Pastoral Ministry Certificate (PMC). CALC could assist the congregations and candidates by providing the expertise necessary to draft letters of call for the pastors and the agreement between and among the congregations comprising the parish.

CALC could assist a candidate studying in place in a congregation under the PMC program, or an intern pastor under an M-Div degree, and his/her congregation work out the terms of the candidate's letter of call to ministry in the congregation. CALC could assist congregations by developing model letters of call for pastors called to an interim ministry or a part-time ministry in a congregation. CALC could assist congregations in the call process by providing guidelines for salaries, housing allowances, holidays, sick days, maternity leave, continuing education, book allowances and Sabbaticals.