



Lutheran Church–Canada, East District
ÉGLISE LUTHÉRIENNE DU CANADA, DISTRICT DE L'EST

POLICY AND PROCEDURE MANUAL

- Section A Organization and Governance
- Section B General Policies
- Section C Board of Directors
- Section D Department for Finance
- Section E Department for Outreach
- Section F Department for Parish Services
- Section G Communications

(May 2016)

The District is Us!

Philippians 1:4-6

LUTHERAN CHURCH–CANADA, EAST DISTRICT

Policy and Procedure Manual

Section A: Organization and Governance

Section A – Organization and Governance

- A 1 What is LCC East District?
- A 2 What is Lutheran Church–Canada?
- A 3 What Lutherans Believe
- A 4 Statement of Purpose of the East District
- A 5 Mission, Vision and Values Statements
- A 6 Governance Philosophy
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Policy Section: A – Organization and Governance

Policy Title: A 1 – What is LCC East District

Date of Approval:

1. WHAT IS LCC EAST DISTRICT?

1.1 *LCC East District is a division of Lutheran Church–Canada (LCC).*

- The geographic area of the East District includes all of Southern Ontario stretching in a northward band through Timmins and all provinces and territories eastward. The East District has a total of 98 congregations and mission stations in Ontario, Quebec, New Brunswick, and Nova Scotia.
- The District is divided into 9 circuits. The role of the circuits is to strengthen the spirit of unity, fellowship and cooperation among its member congregations. Circuits meet in forum at least twice a year.



1.2 *History of the East District.*

- The Canada District of Lutheran Church–Missouri Synod (LCMS) came into being in Elmira, Ontario in 1879. In 1922, the Canada District changed its name to the Ontario District of LCMS. On January 1, 1989, the Ontario District became a district of the newly autonomous Lutheran Church–Canada. In 1990 its name was changed to Lutheran Church–Canada, East District to reflect the District's outreach into Quebec and the Maritimes.

Policy Section:	A – Organization and Governance
Policy Title:	A 2 – What is Lutheran Church–Canada?
Date of Approval:	

2. WHAT IS LUTHERAN CHURCH–CANADA?

2.1 *Definition*

Lutheran Church–Canada is comprised of congregations, pastors, and deacons committed to sharing the Gospel of Jesus Christ. Our confessions and practices are based on the foundation of God's Word and the belief that God's gift of salvation is found only through faith in Jesus Christ, God's only Son. In more than 325 congregations, from British Columbia to Nova Scotia, this message is proclaimed in word and deed.

2.2 *History*

The Lutheran church is a direct result of the Protestant Reformation begun in 1517 by Martin Luther in Wittenberg, Germany. Lutheran Church–Canada was founded in 1988 when the Canadian congregations of St. Louis-based **The Lutheran Church–Missouri Synod** formed an autonomous Canadian church with three districts. The **Alberta-British Columbia District** offices are in Edmonton, Alberta, the **Central District** in Regina, Saskatchewan and the **East District** in Kitchener, Ontario. The denomination retains close ties with the LCMS and other Lutheran church bodies around the world which follow the Biblically-based Lutheran Confessions.

2.3 *Worship*

Our worship services draw upon the rich traditions of the early church, which provide a framework within which our members can receive God's blessings as His Word is preached and the Lord's Supper celebrated. While many of our congregations share the heritage of music passed down through the centuries, others have chosen to include newer expressions of the timeless truths of God's love.

2.4 *Missions*

Many Lutheran congregations were initially established in Canada to minister to immigrants from Europe. This tradition continues with multi-lingual congregations being established across Canada to reach out to new Canadians. Outside Canada, Lutheran Church–Canada missionaries can be found in Ukraine, Nicaragua, and Venezuela, and the church actively supports specific missions of sister churches. LCC also works with **Canadian Lutheran World Relief**, which initiates development projects, assists Lutheran congregations to sponsor refugees, and coordinates emergency relief in response to needs around the world.

2.5 *Social Ministry*

Many of our congregations respond to local needs by establishing food banks, English as a Second Language classes, senior housing, and nursing care. Across Canada, the church also works with other Lutheran agencies to provide nursing home care, homes for troubled youths, and chaplaincy programs in provincial and federal correctional institutions.

2.6 *Education*

Creating a strong Christian foundation for our children is a priority for Lutheran Church–Canada. Through Sunday Schools, Vacation Bible Schools, and confirmation classes, young people learn from the Bible how their faith is part of everything they do. In addition, a growing number of congregations are establishing elementary schools where the school curriculum is taught in a caring Christian context. These schools join our church's **Concordia University College of Alberta** in Edmonton, and two seminaries, **Concordia Lutheran Theological Seminary** in St. Catharines, Ontario and **Concordia Lutheran Seminary** in Edmonton, Alberta.

2.7 *Publications*

Lutheran Church–Canada publishes a magazine, **The Canadian Lutheran**, ten times per year. It is designed to inspire, motivate, and inform the members of LCC congregations and the Christian community at large.

2.8 *Auxiliary Organizations*

LCC maintains official partnership with three auxiliary organizations which support the ongoing mission of the church:

- **Lutheran Women's Missionary League-Canada** is an organization dedicated to providing educational resources so women may grow in the knowledge of Jesus Christ, preparing them to help others through service, and providing financial support to church projects in Canada and around the world.
- **Lutheran Laymen's League** assists the church by providing broadcast materials in various languages for use across the country. Its major projects include The Lutheran Hour, a half-hour radio broadcast heard on 70 stations, and seasonal animated television specials.
- **Concordia Lutheran Mission Society** provides financial and educational support to Lutheran Church–Canada's missions both in Canada and overseas.

Policy Section:	A – Organization and Governance
Policy Title:	A 3 – What Lutherans Believe
Date of Approval:	

3. WHAT LUTHERANS BELIEVE

Lutherans believe.....

3.1 ... *there is only one God*

- who created everything, controls everything, cares for everything
- who shows us He exists through nature and conscience
- who tells us about Himself in the Bible
- who has revealed Himself as three distinct persons-Father, Son and Holy Spirit
- who is the only True God among the gods of all religions

3.2 ... *there is only one reliable source of information*

- the Bible is unique
- the Bible tells us all we need to know about God
- the Bible tells us human existence is no accident
- the Bible tells us God wants to be with us now and forever
- the Bible tells us that to live with God forever we need to be perfect, sinless

3.3 ... *there is only one true faith*

- life with God is only possible by His grace because no one is perfect
- Jesus Christ is true God and true man,
- who lived a perfect life for us
- who suffered and died on the cross for us
- who rose from the dead and provided the only way for us to have life with God forever

3.4 *all who admit their sinfulness and believe in Jesus as their one and only Saviour are counted holy in God's eyes and receive eternal life*

3.5 *therefore, we want to lead a God-pleasing life*

*"God so loved the world, that He gave His only Son,
that whoever believes in Him should not perish,
but have eternal life."
-- John 3:16 (ESV)*

3.6 ***The basis of all Lutheran teachings is the Bible.***

Martin Luther and the other reformers wrote a series of documents answering accusations that their teaching was contrary to commonly held beliefs and practices of the 15th century church. These defenses and arguments, based upon the Bible were presented before a series of theological gatherings. Eventually, they were compiled into The Book of Concord. These comprise the doctrine and confession of the Lutheran Church.

Policy Section:	A – Organization and Governance
Policy Title:	A 4 – Statement of Purpose of the East District
Date of Approval:	

4. STATEMENT OF PURPOSE OF THE EAST DISTRICT

The purpose of the District is to:

4.1 Assist congregations and professional church workers to be in ministry by:

- Encouraging congregations and their members in giving bold witness by word and deed to the love and work of God the Father, Son, and Holy Spirit to their neighbours;
- Aiding congregations to develop processes of thorough Christian education and nurture for all ages, and assisting in establishing agencies of Christian education;
- Assisting congregations in encouraging their members to be good stewards of the Lord's provision.

4.2 Together with the congregations develop new ministries by

- Planning with local congregations to develop mission ministries in their regions and establishing goals to implement these objectives, either jointly with local congregations, or directly where deemed necessary;
- Supporting mission projects and helping develop methods which diminish their need for subsidy;
- Encouraging the local congregations and their members to support mission projects of the district and the synod.

4.3 Support professional church workers and congregations to do their work by:

- Providing evangelical supervision, counsel, and care for pastors, deacons, and other professional church workers of the District in the performance of their official duties;
- Providing opportunity for professional development of pastors, deacons, lay persons, and other professional church workers;
- Providing protection for congregations, ordained pastors, deacons, and other church professional workers in the performance of their official duties and the maintenance of their rights.

(Ref. 2014 ED Handbook REG/1.00)

Policy Section:	A – Organization and Governance
Policy Title:	A 5 – Mission, Vision and Values Statements
Date of Approval:	

5. MISSION, VISION AND VALUES STATEMENTS

5.1 *Rationale*

The statement of mission, vision and values provides a focus for developing strategic directions for the activities of the District. It reflects the mission, vision and values of our parent organization, Lutheran Church–Canada, as well as our statement of purpose.

5.2 *Our Mission*

- Called together for service, the East District shall, by God’s grace, provide support and encouragement to our congregations and church workers as they carry out our
- Lord’s command to make disciples of all nations.

5.3 *Our Vision*

Vibrant, growing congregations purposefully and joyfully reaching all with the Gospel of Jesus Christ.

5.4 *Our Values*

We value grace

- as an undeserved gift from God
- in our relationships
- in our witness

We value worship

- receiving the means of grace
- in the community of faith
- and personally
- through our vocations

We value unity

- in our confession of faith
- support and cooperation
- sharing resources

We value people

- seeking and saving the lost
- nurturing, catechizing, and
- encouraging believers
- supporting church workers
- recognizing and using the gifts and talents God gives
- honouring life at all stages

We value faithfulness

- integrity
- excellence
- accountability

Policy Section: A – Organization and Governance

Policy Title: A 6 – Governance Philosophy

Date of Approval:

6. GOVERNANCE PHILOSOPHY

Policy

- 6.1 Our governance structure is rooted in Jesus Christ and his Great Commission. Through the governance of the East District we assist the work of our congregations and church workers in fulfilling their work of proclamation and discipleship.
- 6.2 We strive to govern by consensus. We subscribe to the governance values of affirmation, involvement and servant leadership.
- 6.3 We believe that to ensure good governance, all positions in the structure must have clearly defined:
 - Authority with limitations
 - Responsibility with expectations
 - Accountability with qualitative and quantitative measurables.

Policy Section:	A – Organization and Governance
Policy Title:	A 7 – Governance Model
Date of Approval:	

7. GOVERNANCE MODEL

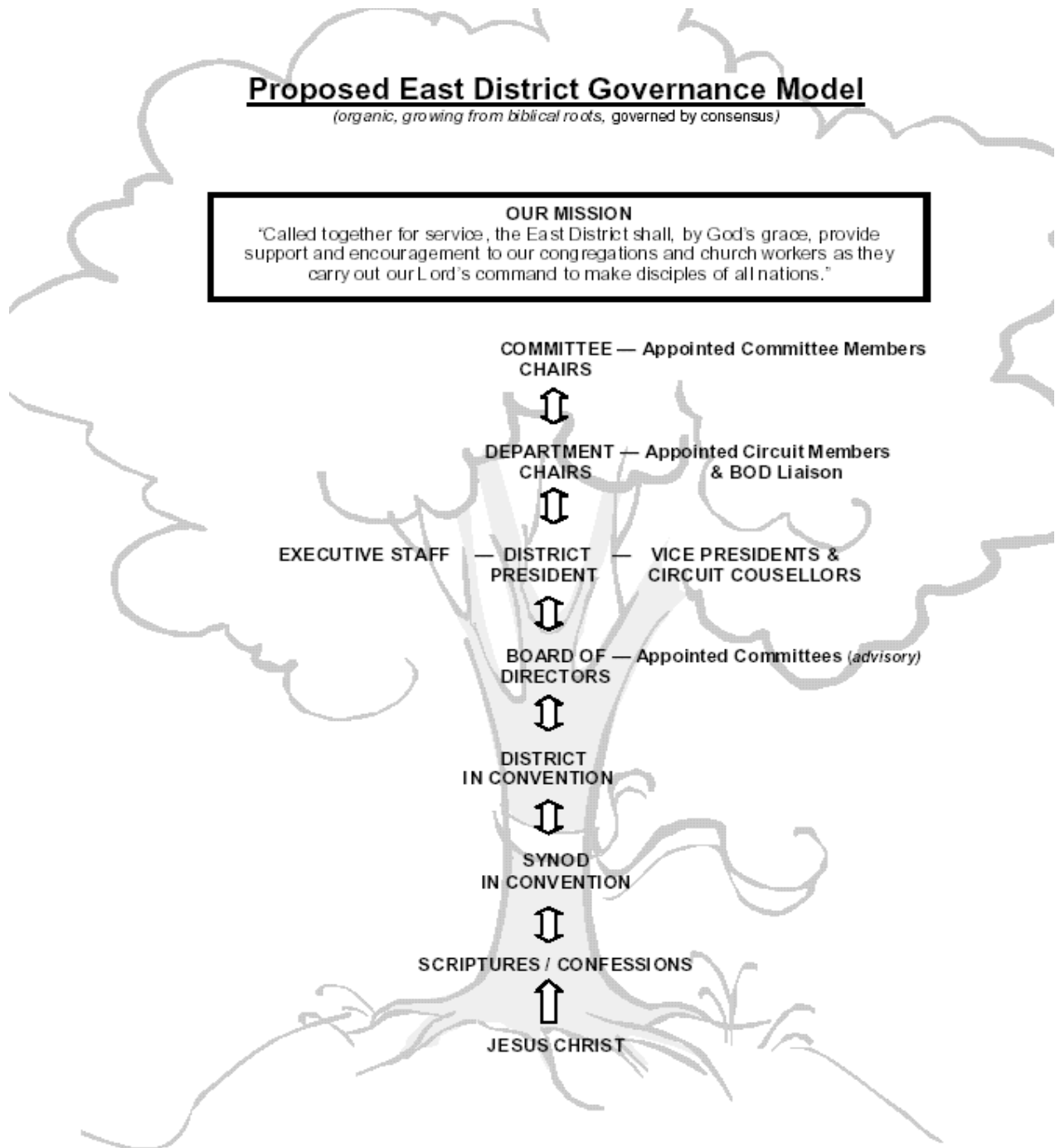
7.1 Purpose:

To define the governance model.

7.2 Policy:

- The governance structure is an organic structure, like a tree growing from its roots rather than imposing authority in a top down manner (See A7 (Appendix 1)). The root of the structure is Jesus Christ and all we do is founded on and consistent with Scripture and our Lutheran Confessions.
- The real and final authority of the District shall always be vested in a general delegate meeting of members, called a District Convention. (Ref. 2014 ED Handbook REG/1.20)
- At each District convention the delegates shall elect a District President, First and Second Vice-President, Secretary, and five Directors-at-Large, who collectively shall comprise the District Board of Directors. At each District convention, a Circuit Counsellor (CC) for each Circuit is also elected.
- The Board of Directors is responsible to the Convention and shall act on behalf of the District between conventions and general meetings.
- The District President shall be responsible to the Board of Directors and report to the Board on the activities of the executive staff and the Departments.
- The Circuit Counsellors report to the District President, and provide assistance and advice to the District President.
- The Departments shall, with the assistance of the executive staff, develop work plans for carrying out the Mission and Ministry of the East District in keeping with the strategic plan. They may appoint committees to assist in carrying out these work plans.

A 7 (Appendix 1) East District Governance Model



Policy Section:	A – Organization and Governance
Policy Title:	A 8 – Governance Authority, Responsibilities and Accountability
Date of Approval:	

8. GOVERNANCE AUTHORITY, RESPONSIBILITIES AND ACCOUNTABILITY

8.1 Purpose:

To allow staff and volunteers to have clearly defined expectations regarding authority, responsibilities and accountability so that they can perform their functions with the maximum amount of independence and so that work can be carried out efficiently and effectively.

8.2 Policy:

Position Descriptions for all positions, functions, committees, etc. shall include the following parameters:

- Authority with limitations
- Responsibility with expectations
- Accountability with qualitative and quantitative measurables.

Policy Section:	A – Organization and Governance
Policy Title:	A 9 – LCC East District Policy and Procedure Manual
Date of Approval:	

9. LCC EAST DISTRICT POLICY AND PROCEDURE MANUAL

The purpose of the LCC East District Policy and Procedure Manual is:

- To document all approved policy and provide an easy reference tool to ensure that policy is being carried out appropriately.
- To document operating procedures for all departments and committees.
- To document the responsibilities of individuals, departments and committees and provide guidance and clarification of practice.
- To assist LCC East District in meeting all legislated requirements.

Policy Section:	A – Organization and Governance
Policy Title:	A 10 – Approval, Review and Communication of Policy
Date of Approval:	

10. APPROVAL, REVIEW AND COMMUNICATION OF POLICY

10.1 Purpose

- To establish the process for approval, review and communication of policy.
- To establish the process for review of the Policy and Procedure manual.

10.2 Policy

- The Board of Directors is responsible for approving and establishing LCC - East District policies.
- New policies shall be presented to the Board in the approved format and become official when approved by a simple majority vote of the Board of Directors.
- Revisions to an existing policy shall be presented to the Board in the approved format and accompanying material shall clearly indicate what changes to the existing policy are being proposed. Revisions are approved by a simple majority vote.
- All policies shall be written using the LCC East District format . (See template A10 (Appendix 1))
- The Policy and Procedure Manual shall be reviewed annually by the Board of Directors.
- The Board of Directors shall appoint a member of the Board to be responsible for initiating and coordinating periodic reviews of each policy contained therein. This review will include consultation with the appropriate Departments, committees and staff. It may also include consultation with the Handbook Committee.
- The LCC East District office will maintain at least one hard copy of the Policy and Procedure Manual in addition to the electronic version
- The Business Manager and Secretary of the Board of Directors are responsible for maintaining an up-to-date copy of the LCC East District Policy and Procedure Manual.
- Once the new or revised policy has been approved, the Business Manager and/or Secretary of the Board of Directors will prepare and include it in the electronic Policy and Procedures Manual of LCC East District.

- The Business Manager is responsible for maintaining the master copy of the LCC East District Policy Manual and it is the responsibility of the Business Manager to ensure that new or revised policies are inserted into the Policy and Procedure Manual and the existing copy destroyed
- Introduction of new policies, or changes to existing policies, will be communicated in writing to appropriate Departments, committees, and staff by the secretary of the Board.
- LCC East District’s Policy and Procedure Manual is available in hard-copy and can also be located on the LCC East District web site.

A 10 (Appendix 1) Policy Template

LCC EAST DISTRICT POLICY AND PROCEDURE MANUAL

Policy Section:	Section letter – section title (e.g. A – Organization and Governance)
Policy Title:	Policy number – statement of purpose (e.g. 1 – What is LCC)
Date of Approval:	Insert date policy was approved or revised

X. POLICY NUMBER AND STATEMENT OF PURPOSE

X.1 Subject:

X.2 Purpose:

X.3 Policy:

LUTHERAN CHURCH–CANADA, EAST DISTRICT

Policy and Procedure Manual

Section B: General Policies

- B 1 - Strategic Planning
- B 2 - Confidentiality
- B 3 - Transparency Guidelines
- B 4- Basic Expectations of Department Chairs
- B 5 - Recognition of Department Members and Department Committee Members
- B 6 - Recognition of Long-serving Congregational Officers
- B 7 - Abuse Prevention Policy
- B 8 - Conflict of Interest
- B 9 - Moving Expenses for President
- B 10 - Congregations in Transition
- B 11 - Lieu Time Policy
- B12 - Paperless Dockets
- B13 - Guidelines for Secretaries

Revision History

140715

- Added contents of B 2 - confidentiality policy and agreements.
- Added B 5 -recognition of department members, etc
- Added B 3 - Transparency guidelines
- Added B 4 - Basic expectations of Department Chairs
- Added B 8- Conflict of Interest
- Added B 9 - Moving Expenses for President

150427

- Added B 10 Congregations in Transition
- Added B 11 Lieu Time Policy

160208

- Added B 12 Paperless Dockets
- Added B 13 Guidelines for Secretaries

Policy Section:	B - General Policies
Policy Title:	B 1 – Strategic Planning
Date of Approval:	

1. STRATEGIC PLANNING

Purpose

To outline the process for developing and reviewing strategic plans for fulfilling our mission, working toward our vision, while always bearing in mind our values.

Policy

- The Board of Directors shall be responsible for
- developing a strategic plan to guide the work of the district (See C 1 (Appendix 1) for the current plan).
- This plan will be developed with input from Executive Staff, Departments and committees, as well as from East District pastors, deacons and congregations.
- The strategic plan shall be reviewed annually by the Board of Directors and amended if circumstances warrant.
- Every three years, in the year immediately preceding a District convention, the strategic plan shall be reviewed at a Mission and Ministry Planning conference. The Board of Directors shall subsequently revise the plan as required, based on the input received.
- Departments and executive staff shall annually prepare operation plans for implementing the strategic plan. The Mission and Ministry plan and annual budget will be based on these operational plans.
- The District President shall report regularly to the Board of Directors on progress being made in implementing the strategic plan.

East District - Mission, Vision, Strategic Plan Working Document – 2-11-2014

Last Revision: March 19, 2012

Our Mission:

“Called together for service, the East District shall, by God’s grace, provide support and encouragement to our congregations and church workers as they carry out our Lord’s command to make disciples of all nations.”

Our Vision:

“Vibrant, growing congregations purposefully and joyfully reaching all with the Gospel of Jesus Christ.”

Our Lord has taught us to value:

- **Grace**
 - as an undeserved gift from God
 - in our relationships
 - in our witness
- **Worship**
 - receiving the means of grace
 - in the community of faith
 - and personally
 - through our vocations
- **Unity**
 - in our confession of faith
 - support and cooperation
 - sharing resources
- **People**
 - seeking and saving the lost
 - nurturing, catechizing, and encouraging believers
 - supporting church workers
 - recognizing and using the gifts and talents God gives
 - honouring life at all stages
- **Faithfulness**
 - integrity
 - excellence
 - accountability

Our Strategic Directions:

1. Work together to cultivate Christ-centered, loving and outreach-oriented congregations by:

- 1.1 Emphasizing the vital need both for faithful participation in the Divine Service as well as personal, family and corporate Bible study and prayer; and for focus on the mission of seeking and saving the lost and straying.
- 1.2 Providing leadership training and support for church workers and parishioners.
- 1.3 Providing support both for existing work in strategic locations and for new and expanded opportunities for extending the Kingdom.
- 1.4 Addressing the increasing stress under which church workers labour, and providing them and their families with better care.
- 1.5 Utilizing the gifts and strengths of our seasoned adults as mentors for strengthening and generation in serving our Lord in His church.

2. Work together to grow the financial and other resources available for the mission of the Church by:

- 2.1 Communicating effectively the mutual fiscal and other responsibilities and accountabilities between the District and its congregations.
- 2.2 Growing our Church Extension Fund and Planned Giving activities to maximize long-term financial stability.
- 2.3 Evaluating existing programs, missions and resources for cost-effectiveness and efficiency and taking appropriate action.
- 2.4 Developing opportunities with congregational approval for over-and-above directed giving.
- 2.5 Providing increased opportunities for our people to use their time and talents in acts of service that make a difference in the church and world.

3. Work together to develop intercultural congregations and missions by:

- 3.1 Developing and supporting a variety of intercultural mission partnerships.
- 3.2 Identifying and developing intercultural leaders.
- 3.3 Providing financial and people resources, advice and support for intercultural work particularly in urban areas.
- 3.4 Sensitizing our congregations to the opportunities for intercultural ministry and challenging them to act.

4. Work together to enhance communication and partnerships by:

- 4.1 Improving communication and cooperation between our District and congregations.
- 4.2 Seeking to remove communication barriers between our District and parishioners
- 4.3 Strengthening the role of District Liaisons
- 4.4 Strengthening partnerships and cooperation with Lutheran Church-Canada auxiliaries, Listed Service Organizations and other organizations.

5. Work together to strengthen and promote Lutheran theology and education by:

- 5.1 Strengthening doctrinal unity on an ongoing basis.
- 5.2 Strengthening and supporting Christian education for children.
- 5.3 Encouraging ongoing education in Lutheran doctrine for youth and adults
- 5.4 Assisting congregations with comprehensive planning for the development of viable Lutheran schools.

Prepared in conjunction with the 2006 Strategic Plan of Lutheran Church-Canada

Policy Section:	B - General Policies
Policy Title:	B 2 – Confidentiality
Date of Approval:	

2. CONFIDENTIALITY

2.1 Confidentiality Policy for Board of Directors

SEE SECTION C 11

2.2 Confidentiality Policy for Department Members

Purpose:

To define confidentiality procedures for Departments.

Confidentiality is held with the intent of being good stewards of the information with which department members are entrusted.

Procedures:

1. Meetings of the departments are held to be private. Therefore minutes of the department meetings are not available to the public. Minutes of department meetings are available to department members. Because members of departments are under the authority of the Board of Directors and because the Board of Directors has a fiduciary responsibility over the actions of the departments, department minutes and all Department background information, including confidential information must be available to the Board of Directors.

2. The following are specific instances in which confidentiality must be maintained:

- whatever information is protected by legislation, regulations or common law as defined by the courts (i.e. privacy act, corporations act, human rights act).
- issues that are still under discussion.
- matters that hinder the work of the district
- matters that harm the reputation of the district and its members
- matters that the District President, in his ecclesiastical authority, deems as confidential

3. When in doubt as to whether certain information is confidential, members should seek advice from the District President and/or the Chairman of the Board of Directors or the Chairman of the Department before disclosing it to anyone.

4. The obligation to not divulge confidential matters continues even after the term of a member has ended. Confidentiality obligations do not end when a position is no longer held.

5. A Confidentiality Agreement (see B 2.2 Appendix 1) must be signed by each member of the Department. The form for this agreement shall be sent to each department member by the district secretary when they are informed of their appointment, and shall be signed and returned to the secretary before the member attends their first meeting.

B 2.2. APPENDIX 1

CONFIDENTIALITY AGREEMENT FOR DEPARTMENT MEMBERS

I, (*print* _____), have read, understood, and in all good faith, accept and will abide by the Confidentiality Policy as set out below.

Signature

Date

Position

Confidentiality Policy for Department Members

INSERT POLICY

Policy Section:	B - General Policies
Policy Title:	B 3 – Transparency Guidelines
Date of Approval:	

3. TRANSPARENCY GUIDELINES

3.1 Purpose:

To define confidentiality and transparency, to set guidelines for written reporting of information from the Board of Directors and its Departments to the public, and for providing guidelines for discussing District business with the public.

3.2 Definitions:

Confidentiality - the state of being entrusted with the private matters of another.

Transparency - the quality or state of being free from pretense or deceit, of being easily understood; characterized by visibility or accessibility of information.

Secrecy - the quality of keeping something hidden or concealed, often with negative intentions.

The intent is to be faithful in caring for the people of the East District in light of the Eighth Commandment – defending one another, speaking well of one another, and explaining everything in the kindest way. In our context, confidentiality is held with the intent of being good stewards of the information with which board members are entrusted. In this regard there is no intent to keep information hidden or secret.

3.3 Transparency Guidelines:

The goal of these guidelines is to disseminate as much information as possible without breaching confidentiality. This applies to meetings of the Board of Directors and Departments and committees.

The following are to be made public (posted to ED website):

A. Regarding meetings of the Board of Directors

- summary reports of Board of Directors' meetings. The summary will be prepared by the secretary and approved by executive committee and/or chairman. The summary should be posted within month of the board meeting. The content shall be prepared in consideration of the privacy policy and the confidentiality guidelines.
- listing of convention resolutions, who is responsible for each resolution, and any progress or activity regarding fulfillment of the resolution.
- each year's approved budget in as much detail as possible within one month of its approval.

B. Regarding meetings of the departments and committees

- A summary of all department and committee actions. This summary is the responsibility of the Department Chair and Secretary and is to be submitted to the Board of Director's Executive Committee and the Department Liaison. The summary should be

made public at each circuit forum by the circuit representative. The summary should also be posted on the District web site in June and November of each year.

The goals of these procedures are:

1. To provide the District President ecclesiastical oversight regarding the publishing of information on the work of the departments
2. To provide the Department Liaison an opportunity to affirm the accuracy of the report.
3. To provide the Board of Directors knowledge, allowing it to be accountable for public information.
4. To provide the Circuit Representatives on each Department the means to be accountable to the circuits they represent.

C. Guidelines for elected officers and those appointed to positions within the district, to be considered when asked questions about district matters.

No response should be given regarding:

- whatever information is protected by legislation, regulations or common law as defined by the courts (i.e. privacy act, corporations act, human rights act)
- personality issues or actions or statements of individuals
- issues that are still under discussion

In general, the chairman speaks for the Board or Department or Committee. However, when members are asked questions in circuit meetings or in their congregations they should feel free to give answers which relay the actions that the board has taken and which flesh out the statements given in the meeting summaries posted on the district website. When the individual is pressed for more information the inquirer should be referred to the chairman or the district president. Once an issue is settled whether by vote or by consensus, all members must speak with one voice on the issue.

Policy Section:	B - General Policies
Policy Title:	B 4 – Basic Expectations of Department Chairs
Date of Approval:	

4. BASIC EXPECTATIONS OF DEPARTMENT CHAIRS

Purpose:

To provide guidance to chairs of departments regarding the expectations of their position.

Procedures:

The chair is elected each year at the department’s first meeting after June 1st.

The Chair is responsible for:

- setting the date for the meetings (in consultation with the department)
- chairing each meeting.
- setting the agenda for each meeting in consultation with the executive staff and the Board of Directors' liaison and others as needed. The agenda should be established and circulated at least 7 days prior to the meeting date.
- ensuring that what is decided at a meeting is carried out.
- communicating Department action items to the Board of Directors including the supporting material.
- preparing a summary of department meetings for use by the circuit representatives in reporting to their circuit forum on the work of the Department. (See also C 13- Transparency Guidelines). This summary is to be submitted to the Board of Directors' Executive Committee and to the Department Liaison.
- reporting annually to the Board of Directors on the Department's activities and priorities for inclusion in the Mission and Ministry Presentation. This report should demonstrate how the work of the department has tied in with the District's Strategic Plan including how expenditures have been utilized. It should also include a projection of how the upcoming work of the department would fulfill the expectations of the appropriate portions of the strategic plan.

When a chair’s term is ended, he/she shall continue in office until a new chair is appointed by the Department.

(See also 2014 ED Handbook REG/5.04)

Policy Section:	B - General Policies
Policy Title:	B 5 - Recognition of Department Members and Department Committee Members
Date of Approval:	

5. Recognition of Department Members and Department Committee Members

Purpose:

To outline procedures for recognition of volunteers serving on Departments and Department Committees of the Board

Policy:

- After the annual department appointments by the Board, the Secretary will provide the District President with the names of the new appointees plus the retiring members of the Departments.
 - In the fall of the year, these names will be included in the EDen report along with an appropriate article of thanks, written by the District President.
 - The President may also write individual letters of thanks to the retiring Department members.
 - Since the members of the Department committees are either department members or other volunteers appointed by the Departments (confirmed by the board), it is up to the Department Chair or secretary to send letters of thanks as appropriate to retiring committee members.
-

Policy Section: B - General Policies

Policy Title: B 6 – Recognition of Long-Serving Congregational Officers

Date of Approval:

6. RECOGNITION OF LONG-SERVING CONGREGATIONAL OFFICERS

Purpose:

To establish a procedure for recognition of long-serving congregational officers.

Policy:

As requested by congregation chairman, pastor, or circuit counsellor, a letter shall be sent to long-serving congregational officers in thanksgiving to God for and in recognition of their years of service.

This letter shall be drafted by the district secretary and shall be signed by the BOD chairman, district president, (and the circuit counsellor, if appropriate).

This letter shall have the district seal placed upon it.

A notice shall also be placed in the District News (electronic or print version as appropriate) by the district secretary.

Policy Section:	B - General Policies
Policy Title:	B 7 – Abuse Prevention Policy
Date of Approval:	

7. ABUSE PREVENTION POLICY

See existing policy (Appendix A)

Policy Section:	B - General Policies
Policy Title:	B 8 –Conflict of Interest
Date of Approval:	

8. CONFLICT OF INTEREST

2.1 *Conflict of Interest Policy Statement*

Staff and volunteers of the District are expected to conduct themselves with personal integrity, ethics, honesty and diligence in performing their duties for the organization. Staff and volunteers are required to support and advance the interests of the organization and avoid placing themselves in situations where their personal interests actually or potentially conflict with the interests of the District.

2.2 *Application*

This policy applies to all staff and volunteers. The standards outlined in this policy are particularly relevant to staff and volunteers who are in a position to make or influence decisions of the organization.

2.3 *Definition*

A conflict of interest refers to a situation in which private interests or personal considerations may affect a staff or volunteer's judgement in acting in the best interest of the District. It includes using a staff or volunteer position, confidential information or corporate time, material or facilities for private gain or advancement or the expectation of private gain or advancement. A conflict may occur when an interest benefits any member of the staff or volunteer's family, friends or business associates. The rules and examples that follow do not exhaust the possibilities for conflict of interest, but they identify obvious situations covered by the policy.

2.4 *Special Treatment*

Staff and volunteers are not allowed to use their positions to give anyone special treatment that would advance their own interests or that of any member of the staff or volunteer's family, their friends or business associates.

2.5 *Receiving Fees or Gifts*

Staff and volunteers may not accept gifts, money, discounts or favours including a benefit to family members, friends or business associates for doing work that the District pays them to do. The exceptions to this are promotional gifts or those of nominal value e.g., coffee mug, letter opener or the occasional lunch.

2.6 *Using District Property*

Staff and volunteers may not use, or permit the use of, items of District property, facilities, equipment, supplies or other resources for activities not associated with their work. Any exceptions to this must be expressly approved by the District President.

2.7 *Confidential Information*

Staff and volunteers may not disclose confidential or privileged information about the property, or affairs of the organization, or use confidential information to advance personal or others' interests. Staff and volunteers cannot divulge confidential or privileged information about the District's Staff and volunteers without those staff and volunteers' written authorisation.

2.8 *Financial Interest*

Staff and volunteers who knowingly have financial interests in a District contract, sale or other business transaction, or have family members, friends or business associates with such interests, must not represent or advise the organization in such transactions.

2.9 *Board Members*

Board members of the District that deal with issues related to their work at the District should inform the Board when agency issues arise that place them in actual or potential conflict with District policy or procedures. They should declare a conflict of interest and avoid any decision making or discussion where it is deemed to be a conflict of interest.

2.10 *Requirement to Report Conflict of Interest*

If Staff, volunteers or their family members, friends or business associates have a personal or financial interest that might present a conflict or bias in connection with their duties as District Staff and volunteers, they must report this conflict to the District President.

2.11 *Implementation*

The District President or his designate must make the policy available to all staff and volunteers and highlight any of the rules that have particular relevance, given the nature of the their work. Serious consequences may result from the contravention of this policy. Staff and volunteers should check with the District President if they need assistance in interpreting whether a situation they have experienced or are confronting puts them in a conflict of interest situation.

Policy Section:	B - General Policies
Policy Title:	B 9 – Moving Expenses for District President
Date of Approval:	

9. MOVING EXPENSES FOR NEW DISTRICT PRESIDENT

9.1 *Moving Expenses for a New District President*

9.1.1 *Purpose:*

To outline the procedure for paying the moving expenses when a new district president is elected.

9.1.2 *Policy:*

Moving expenses for a newly elected district president shall be considered part of the expenses of the convention at which he was elected.

They shall be included in the convention assessment for each congregation.

9.1.3 *Rational:*

All congregations are not part of the district moving fund. Therefore would not share equally in the cost of moving the new president. Including this in the convention assessment allows this expense to be shared equally by all congregations of the district.

Policy Section:	B - General Policies
Policy Title:	B 10 – Congregations in Transition
Date of Approval:	September 27, 2010

10. CONGREGATIONS IN TRANSITION (See also D 14 Appendix1)

10.1 *Purpose:*

To provide financial and planning assistance to congregations in transition.

10.2 *Policy:*

10.2.1 *Definition:* A congregation in transition is defined as one financially unable to continue its ministry as in the past due to some combination of location in an area of low population density, declining membership, attendance and offerings, and lack of prospect for improvement in these factors. Financial Assistance under this programme is available in three stages, in accordance with the prerequisites indicated herein. A total of \$30,000 in assistance may be extended. This assistance will be in the form of an interest free loan. During the term of the loan, the congregation shall provide annual written progress reports to the District President.

10.2.2 *Consultation:* To assist congregations in these circumstances, the District will provide consultation. This consultation will include the Circuit Counsellor, Mission Executive, Business Manager and District President, and will be coordinated by the District President."

10.2.3 *Communication and Coordination:* To further assist congregations in these circumstances, an application for financial assistance under this programme will be reported to the Circuit Counsellors. The Counsellor from the circuit of the affected congregation shall request support for the troubled congregation from other circuit congregations. Such support shall be coordinated through the Circuit Counsellor in consultation with the District Office.

10.2.4 Financial Assistance:

10.2.4.1 *Stage 1*

The officials identified in 10.2.2 above are authorized to provide emergency funding of up to \$5,000 without further approval from the Board of Directors.

Prerequisites:

Year-end financial reports for the previous year.

Financial report year-to-date.

A completed application (see form) signed by the Congregational Chair and Pastor upon resolution of the Church Council.

In consultation with the Circuit Counsellor, the congregation in transition shall continue to work on a strategic plan for continuing ministry within their resources (for example, by forming a dual parish, or securing pastoral services that do not require full salary and benefits. They shall also provide support for their pastor while he waits for a suitable call.)

10.2.4.2 Stage 2

The Board of Directors may approve up to an additional \$10,000 of emergency funding.

Prerequisites:

Year-end financial reports for the previous year.

Financial report year-to-date.

A completed application (see form) signed by the Congregational Chair and Pastor upon resolution of the Church Council.

In consultation with the Circuit Counsellor, the congregation in transition shall continue to work on a strategic plan for continuing ministry within their resources (for example, by forming a dual parish, or securing pastoral services that do not require full salary and benefits. They shall also provide support for their pastor while he waits for a suitable call.)

10.2.4.3 Stage 3

The Board of Directors may approve up to an additional \$15,000 in transitional funding, to be coordinated with circuit support.

Prerequisites:

Year-end financial reports for the previous year.

Financial report year-to-date.

A completed application (see form) signed by the Congregational Chair and Pastor upon resolution of the Church Council.

A completed strategic plan noted in 5.2.2.4., approved by resolution of the congregation in assembly.

In consultation with the Circuit Counsellor, the congregation in transition shall continue to work on a strategic plan for continuing ministry within their resources (for example, by forming a dual parish, or securing pastoral services that do not require full salary and benefits. They shall also provide support for their pastor while he waits for a suitable call.)

10.2.5 The Board of Directors shall approve up to \$30,000 from the fund balance of the Church Extension Fund provided such funding is available, with funds drawn as required.

10.2.6 The Board of Directors shall explore other options for funding this programme.

10.2.7 The Board of Directors shall review the status of this programme annually, preferably when considering the District Mission and Ministry budget for that year.

Policy Section:	B - General Policies
Policy Title:	B 11 – Lieu Time Policy
Date of Approval:	April 15, 2015

11. LIEU TIME POLICY

Purpose:

To provide non-monetary compensation for employees for extra hours worked.

There are times when it is necessary for an employee of the East District to work more hours per week than their contract calls for. The following are some examples of when an employee may work extra hours:

1. to prepare the docket for a BOD meeting
2. to prepare for a District Convention
3. to complete a real estate transaction for the East District.

Policy:

“Lieu Time” means to be given time off from your work duties without monetary loss. The employee has worked extra hours over and above what the job calls for. Instead of compensating the employee in a monetary way, the company pays the employee with time off. For example, if an employee works 2 hours more than their contract calls for one week, that employee could work 2 hours less the next week. The weekly pay per week would be the same because the required hours of work balanced out over that 2 week time period.

The minimum amount of Lieu Time is one hour per week.

The maximum amount of Lieu Time is one week per Calendar Year.

Procedure:

The tracking of Lieu Time is to be done cooperatively between the employee and his/her immediate supervisor.

The granting of Lieu Time is at the discretion of the District President and/or the Personnel Committee of the BoD.

Any Lieu Time given shall be reported to the District President and/or the Personnel Committee of the BoD.

Policy Section:	B - General Policies
Policy Title:	B 12 – Paperless Dockets
Date of Approval:	February 8, 2016

PAPERLESS DOCKETS

Purpose: To reduce the amount of paper used

Policy: All meetings will use paperless dockets according to the following procedure.

Procedure:

- 1) All dockets for Board, Department and Committee meetings will be sent to members electronically.
 - 2) Paper dockets will only be provided if specifically requested by a member.
 - 3) When possible, reports to be included on the docket should be submitted to the Administrative Secretary in Word or pdf format. Scanned versions should be avoided if possible.
 - 4) Any reports prepared after the docket deadline should be e-mailed to the Administrative Secretary for transmittal to members. These reports should be kept to a minimum.
 - 5) Exceptions to this policy:
Items of a highly confidential nature should not be distributed electronically but should be distributed at the meeting.
-

Policy Section:	B - General Policies
Policy Title:	B 13 – Guidelines for Secretaries
Date of Approval:	February 8, 2016

GUIDELINES FOR SECRETARIES

Purpose: To provide uniform guidelines for secretaries of the Board, Departments or committees.

Policy: A main role of the secretary is to take minutes of meetings in order to provide a record of the proceedings. The Secretary may also be required to handle various items of correspondence. In the case of the Board Secretary, the Secretary is also required to prepare the official convention Proceedings after a District Convention. These guidelines should be used whether the meeting is face to face or by conference call.

Procedures:

1) Content of minutes

Minutes should contain a record of actions taken. This will include:

- (i) Motions - clearly show the topic of discussion and the intended action and whether the motion was approved, defeated, deferred, tabled or any other action taken. While motions in general need to be moved and seconded (unless they are motions recommended by a department or committee) the names of the mover and seconder need not be recorded.
- (ii) Decisions taken by consensus without an actual motion.
- (iii) A summary of discussions if it is necessary to clarify an action taken or if the discussion may impact items pending for future approval. Where items are approved for action, the minutes should record who is expected or assigned to carry out the action.

It is helpful to summarize at the end of the minutes all action items and the name of the person or persons responsible for carrying out the action. This allows for tracking of actions for follow up.

It is neither necessary nor desirable to try and record the content of all discussions as the results are likely to be somewhat biased. It is however, important to record the outcome of the discussions.

In general, the minutes should have sufficient detail so that a person not at the meeting can understand the sense of what is recorded, and so that members of the board, department or committee have enough information to understand what was agreed to at the meeting.

2) Circulation of minutes

Until approved at a subsequent meeting, the minutes should be labelled DRAFT and assigned a number so that if corrections are made and a new DRAFT produced, they can be differentiated.

Draft minutes, so marked, should be circulated by e-mail to the Board, department or committee members, as well as any staff members it has been agreed should be part of the circulation. The District Administrative Secretary should also receive a copy, so that they can be forwarded to the Board of Directors at the appropriate time.

Minutes should be prepared and circulated as soon after the meeting as is possible, but not later than one month after the meeting.

Draft minutes are presented at the next meeting for approval by the members. The minutes of this next meeting should record any amendments that were made to the draft minutes. A final copy, including amendments if any, should be produced and marked APPROVED. This approved copy should be signed by the chair and secretary and a copy given to the District Administrative Secretary for filing. If there are amendments to the draft version, copies should be provided to the members as well.

It is helpful to have the pages numbered (i.e. page 3 of 5) with a footer on each page where the chair and the secretary sign to indicate the validity of the minutes.

3) Publication of Minutes

Minutes of boards, departments and committees are deemed to be private.

In the case of the Board meetings, a summary of the minutes of the Board meeting is produced by the secretary, circulated to the executive committee for approval, and then posted on the web site. This summary does not contain confidential material and items that are still under consideration.

In the case of departments and committees, a summary of all department and committee actions is to be prepared by the secretary in consultation with the Department Chair and is to be submitted to the Board of Director's Executive Committee and the Department Liaison. The summary should be made public at each circuit forum by the circuit representative. The summary should also be posted on the District web site in June and November of each year. (See B3 Transparency Guidelines 3.3 B)

4) E-Mail Votes

On occasion it may be necessary to deal with an item by e-mail vote. In these circumstances the chair should clearly indicate what the motion under consideration is. The secretary should be provided with the results of the vote and should then prepare a report for the next meeting which includes the nature of the business conducted by e-mail, the motion adopted, verification that a majority approved it and a motion for the Board/Department/committee ratifying the action taken by e-mail vote. This motion should be recorded in the minutes of the meeting.

E-mail votes should only be used when a regular meeting or conference call meeting cannot be organized and when the item is non-controversial. Since this is not a recognized form of meeting it is essential that the action taken is ratified at the next meeting.

5) Correspondence

Any motions adopted by a Board/Department/Committee should be communicated in writing to the affected party. This should normally be done by the secretary unless someone else is designated at the meeting to do this. A copy of this correspondence should be retained for the records.

6) Other suggestions

If reports are presented at the meeting (not circulated ahead of time), the secretary should ensure that a copy of these reports is given to the Administrative Secretary for filing with the file copy of the docket.

If recommendations in a report are extremely lengthy, it is appropriate to indicate by motion that the report was approved and then have the report attached to the minutes. It is important to ensure that the text of the recommendations is included in the minutes, either by recording it in the motion, or by referring to a report that is attached to the minutes.

Section C: Board of Directors

- C 1 - Board Philosophy
 - C 2 - Organization
 - C 3 - Duties of Officers
 - C 3.1 District President
 - C 3.2 Vice-Presidents
 - C 3.3 Secretary
 - C 3.4 Treasurer
 - C 4 - Duties of Directors-at-large
 - C 5 - Duties of the Board of Directors
 - C 6 - Terms of Reference - Board Liaison to Departments
 - C 7 - Board Meetings
 - C 7.1 First meeting of New Board
 - C 7.2 Time and Place of Meetings
 - C 7.3 Meeting Agendas
 - C 7.4 Minutes of Board Meetings
 - C 8 - Annual Meetings of Corporations
 - C 9 - Appointments
 - C 10- Duties of Appointed Committees
 - C 10.1 Committee on Abuse Prevention
 - C 10.2 Committee for Communication Services
 - C 10.3 Properties Committee
 - C 11 - Confidentiality Policy - Board of Directors
 - C 12 - Mission and Ministry Plans
 - C 13 - Christian, Fiduciary and Legal Duties and Responsibilities of Officers and Directors
 - C 14 - Protocol for Use of the CEF by Board of Directors
-

Revision History

140715

- new table of contents
 - added confidentiality policy (C11)
 - added department nomination forms and pastor verification and revised wording in note 1 of C 9
 - added C 12 Mission and Ministry Plans
 - added C6 Board Liaison - terms of reference

 - C1 bullets 1,3,8 amended to conform to new HB
 - amend 2.1, 2.2, 2.4 to conform to new HB
 - added C 4.3 - other duties of the Secretary
 - C5- deleted section on authority and amended rest to conform to new HB
 - C7 -revised in accordance with new HB
 - added C13

 - added C14 – Approved by BOD - April 15, 2016
-

Policy Section:	C - Board of Directors
Policy Title:	C 1 – Board Philosophy
Date of Approval:	

1. BOARD PHILOSOPHY

1.1 Purpose

To outline the Board's governance, leadership and management philosophy

1.2 Policy:

- The Board shall strive to be a governance rather than a management board. Its primary role is to do strategic planning, provide leadership and ensure resources are available for staff to implement these strategic directions.. The District President and the executive staff will be empowered to implement work plans based on the strategic directions provided by the Board. The Board will monitor and evaluate how well the plan is being implemented.
 - Our leadership must be rooted in Scripture.
 - The Board will strive to :
 - govern rather than manage, delegating the operational activities to staff
 - engage the involvement of its department and committee members by giving them clearly defined responsibilities and accountabilities.
 - be value-driven be pro-active rather than reactive
 - provide leadership and direction by setting goals, evaluating and monitoring results.
-

Policy Section:	C - Board of Directors
Policy Title:	C 2 – Organization
Date of Approval:	

2. ORGANIZATION

Policy

- The Board of Directors shall consist of the District President, First and Second Vice-Presidents, Secretary, and five Directors-At-Large (one clergyman and four non-clergy, of which not more than one may be a rostered deacon), all of whom shall be voting members of the Board.
- These members shall be elected at a District convention and shall serve for a term of 3 years. No person (other than the District President) salaried by the District shall be an elected member of the Board of Directors.
- Following each Convention of the District, preferably within one month, the District President-elect shall call the first meeting of the newly-elected Board of Directors for the purpose of internal organization.
- The Chairman of the Board shall be elected by the Board from amongst its members, but shall not be the District President or the Secretary.
- The Board will also appoint one of its members to be Assistant Chair and help the Board of Directors' Chair with his duties, as directed by the Chair.
- The Board of Directors Chairman, Assistant Chairman, District President and 1st Vice President will constitute an Executive Committee, the role of which is to help review the Board of Directors agenda, assist the District President in deciding on “critical issues” that would warrant a special meeting, and generally act as a sounding board for the District President.
- The Board of Directors shall appoint 3 of its members to serve as Board liaisons on the Department for Finance, the Department for Parish Services, and the Department for Outreach.
- The Board of Directors shall establish a Personnel Subcommittee consisting of 2 Board members (Ref. 2014/ED/6.70).

Policy Section:	C - Board of Directors
Policy Title:	C 3 – Duties of Officers
Date of Approval:	

3.1 DUTIES OF THE DISTRICT PRESIDENT

3.1.1 The primary responsibility of the District President is the spiritual well-being of pastors, deacons, professional church workers, and congregations within the District.

To this end he shall:

- develop and maintain an awareness of their problems and concerns, providing counsel and guidance when requested or whenever he believes it may be of value;
- oversee their actions, providing broad supervision in matters of doctrine, lifestyle, and administration;
- advise congregations of the District as to the calling of pastors and deacons;
- in accordance with the Bylaws of the Synod suspend from membership those pastors, deacons and professional church workers who persistently adhere to false doctrine or give offence by leading an ungodly life.

The District President shall meet regularly with the duly elected Circuit Counsellors, keeping them informed and seeking their assistance in discharging any of the above responsibilities.

3.1.2 The District President shall be the Chief Executive Officer of the District.

In this capacity he shall:

- preside at conventions and annual general meetings of the District, and shall be responsible for carrying out the resolutions of these meetings;
- represent the District at meetings of the Synod, and shall be responsible for communicating and carrying out the Synod resolutions which concern the District;
- make appointments as required to the following, while complying with the provisions of 2014/REG/6.00
 - *The Committee on Constitutions and Membership*

- *The Handbook Committee*
 - *The Archivist and Historian*
 - *The Synodical Commission on Adjudication*
- be ex-officio a member of all departments and committees of the District.

The District President may exercise other responsibilities as are generally consistent with the role of Chief Executive Officer, or as directed from time to time by the District Board of Directors. At his discretion, he may delegate any of these responsibilities to a District Vice-President. He may also call upon executive staff or other staff members of the District for assistance in these matters.

3.1.3 Because of the full-time nature of his duties, the District President shall not be in charge of a congregation, neither shall he hold a chair at any educational institution. However, he may accept a Call as an assistant pastor, provided such services do not interfere with his official duties as District President.

3.1.4 Notwithstanding any of the above, the actions of the District President must at all times be consistent with Article II of the Constitution of the Synod.(2011/LCC/Const.Article II)

3.2 DUTIES OF THE VICE-PRESIDENT

3.2.1 The Vice-Presidents shall advise the District President, and, upon the request of the District President, represent or assist him in any of his functions.

3.2.2 The Vice-Presidents shall, in the order of their rank, perform the duties of the District President in the event that the office of District President is vacated or the District President becomes incapacitated.

3.3 DUTIES OF THE OFFICE OF SECRETARY

3.3.1 The Secretary shall be a lay person.

3.3.2 The Secretary shall

- record and maintain minutes of meetings of the District and the Board of Directors and perform such duties as are usually required of the secretary of a corporation;
- prepare the Convention Proceedings and publish them after approval by the District President

- keep a complete record of the business transacted by the Board;
- be a member of the Handbook Committee
- convene the Committee on District Nominations

(2014/REG/3.04)

3.3.3 The Secretary shall also

- ensure that the Policy and Procedures manual is kept up-to-date.
- prepare a summary of the minutes of Board meetings to be published on the district website or by other means, within 30 days of a board meeting. (see C13 - Transparency Guidelines)
- notify circuit counsellors in February of each year of the department positions for which nominations are required by the circuit and provide the nomination forms including the pastor verification form.
- notify all appointees to departments of their appointments, including the responsibilities for the department and including a copy of the confidentiality agreement for signature
- after the May/June meeting of the Board, provide the District President with a list of names of all the new Department appointees as well as a list of those retiring from the Board. (see C12 - Recognition of Department members)
- in a synodical election year, receive the names of the elected delegates and alternate delegates for each circuit, compile said names and remit to the synodical office
- at least annually, provide an official register of all members of the Lutheran Church–Canada, East District Corporation which includes name, address, voting status and e-mail address, as well as a register of the Board of Directors and the Officers of the corporation including name, home address and e-mail.
- send out official notices of all corporate meetings
- notify congregations of the approval of amendments to their constitution
- notify department chairs of motions passed by the Board that affect their Department
- prepare and send other correspondence as directed by the Board

3.4 DUTIES OF THE OFFICE OF TREASURER

3.4.1 The Treasurer shall be a lay person and shall be appointed by the Board of Directors.

3.4.2 The Treasurer shall carry out the duties as required in the Bylaws (2014/ED/42)

3.4.3 In addition , the Treasurer shall;

- sign or execute all documents as required;
- be ex-officio the trust officer of the District;
- be a member of the Department for Finance.

Policy Section:	C - Board of Directors
Policy Title:	C 4 – Duties of Director-at-Large
Date of Approval:	

4. DUTIES OF THE OFFICE OF DIRECTOR-AT-LARGE

- 4.1 The Directors-At-Large shall be voting members of the District Board of Directors.
- 4.2 Each of the Directors-At-Large shall be from different circuits. A Director-At-Large who changes Circuits during the term of office, but who remains within the East District, will complete the elected term of office.
- 4.3 A Director-At-Large has all the powers and duties assigned to a director by the bylaws of the District.

Policy Section:	C - Board of Directors
Policy Title:	C 5 – Duties of the Board of Directors
Date of Approval:	

5. DUTIES OF THE BOARD OF DIRECTORS

5.1 *Duties and Functions*

For purposes of this bylaw only, reference to the convention includes any general delegate meeting of members, where the context would so permit.

- The Board of Directors shall be responsible for the general management and supervision of all business affairs of the District according to the Bylaws and regulations of the District and the resolutions of the conventions.
- The Board of Directors shall be responsible for planning, developing, implementing, supervising and evaluating the program of the District according to the resolutions of the Synod, the recommendations of its officers and Boards, and the resolutions of the conventions.
- The Board of Directors shall define the policies for its officers, departments and committees, and shall be responsible for all actions, decisions and programs that have been authorized or approved by the Board.
- The Board of Directors shall be responsible for the preparation of an annual Mission and Ministry Program for presentation at Fall Circuit Forums except in the year of the Mission and Ministry Planning conference. The Board will receive feedback from these forums and direct this information to the departments for consideration in the preparation of the proposed budget and programs.
- The Board of Directors shall be responsible for the financial affairs of the District according to the Bylaws and the regulations of the District and the resolutions of the conventions. Specifically it shall:
 - examine the proposed spending program presented by the Department for Finance, determine the amount to be remitted to the Synod, if required, make adjustments in the District program, and set the spending budget for the current year that coincides with estimated income;
 - designate a depository for the funds of the District. Any surplus may be invested in easily converted securities;

- in cases of emergency, have the power to authorize the Treasurer to borrow money for the purpose of paying subsidies and salaries of persons employed by the District;
 - consider for approval every proposed District-wide solicitation of funds. Such approval must be obtained before congregations are approached. This does not apply, however, to solicitations approved by the Synod and the conventions;
 - cause regular audits to be made of the books of the Treasurer;
 - determine the amount of the fidelity bond(s) to be furnished by the Treasurer and District employees. The premium for such bond(s) shall be paid by the District;
 - hold and manage all of the District's real and personal property in accordance with the instructions and resolutions of the conventions and maintain a current inventory of the District's property;
 - supervise and control disbursements in accordance with receipts, resolutions of the conventions and the Bylaws and regulations of the District;
 - set and adjust salaries according to directives given by the conventions;
 - provide clerical and other personnel, equipment, services and supplies for District officials, departments and committees for the efficient administration of the business and program of the District, establish the necessary policies, rules, controls and vouchers, and authorize employment and purchases;
 - establish policies for controlling and accounting receipts and disbursements and provide the necessary receipt and disbursement vouchers and record books;
 - establish policies in regard to the Church Extension Fund and all other funds or properties held in trust;
 - establish policies in regard to District group insurances;
 - establish policies in regard to the District Moving Fund for Pastors
- The Board of Directors, as prescribed in the Bylaws and Regulations, shall fill all vacancies in any District office, the Board, department or committee, elected or appointed, except vacancies in the office of Circuit Counsellor, or the committees appointed by the District President

- The Board of Directors shall give to the convention a summary report of its activities and actions together with the recommendations for convention adoption or approval, and authorize the convention reports and recommendations of its departments and committees.
- The Board of Directors may, upon recommendation of the departments and within the limits set by the conventions, elect, call, commission or appoint full or part-time workers in the District
- The Board of Directors shall fulfill all other duties assigned by the Articles, the Bylaws and Regulations of the District, and the resolutions of the convention.

5.2 *Hearings*

- Anyone who has a matter of importance or concern with regard to the District may submit such matter in writing to the Board of Directors through the Chairman or Secretary. A hearing may be granted at the discretion of the Chairman.

Policy Section:	C - Board of Directors
Policy Title:	C 6 – Terms of Reference - Board Liaison to Departments
Date of Approval:	June 9, 2013

6. TERMS OF REFERENCE - BOARD LIAISON TO DEPARTMENTS

6.1 Purpose:

To define the role and expectations of the Board of Director's Department Liaisons

6.2 Procedure:

The Board of Directors shall appoint one or more board members to serve on each Department. No board member shall serve on more than one Department. (See 2014 ED HB REG/4.00 B.2) The Liaison shall not serve as chair of the department or of any committee or subcommittee of the department.

6.3 Role:

The role of the Department Liaison is as follows:

- To represent the Board of Directors at each department meeting as the Board of Directors' agent.
- To serve as a liaison (communication link) between the Board of Directors and that department.

6.4 Expectations:

The Liaison is expected to:

- Prepare a report for each department meeting on actions from the previous Board of Directors meeting that are pertinent to that department, as well as any directions to the Department from the Board.
- Be prepared at each Department meeting to elucidate any issues on the agenda that have been brought from the Board of Directors.
- Prepare a report for the Board of Directors as required, on the general operation of the Department and any issues that the Board should be aware of. (This report would contain a broader view of what went on at the department meeting and not include action items, which will be forwarded to the Board by the Department chair.)
- Be prepared at each Board meeting to elucidate any issues on the agenda that have been brought from the Department.

Policy Section	C -Board of Directors
Policy Title:	C 7 – Board Meetings
Date of Approval:	

7. BOARD MEETINGS

7.1 First Meeting of New Board

- Following each Convention of the District, preferably within one month, the District President-elect shall call the first meeting of the newly-elected Board of Directors for the purpose of internal organization including the appointment of members of the Departments. (ED Handbook 4.02A)
- At its first meeting after being elected, the Board of Directors will:
 - elect its own chairman who shall not be the District President or the Secretary.
 - appoint an Assistant Chairperson.
 - confirm the establishment of an Executive Committee(see also B 1).
- The Board will also make appointments to various departments and committees (see B 11).

7.2 Time and Place of Meetings

- The Board will hold 4 regular meetings per year, these generally being held in January/February, February/March, May/June, and September/October at such time and place as set at the previous meeting, but normally at the District Office.
- The Board of Directors may be called into special session by the chairman in consultation with the President, or by any three members of the Board
- Meetings of the Board of Directors may also be held at any time and place, including by means of conference telephone or other oral communication facilities, to be determined by the directors provided that 48 hours notice of such meeting be given, other than by mail, to each director.

- The Board may also conduct a vote by e-mail on non-contentious issues. Any e-mail vote must be ratified at the next meeting of the Board.
- A majority of the voting members of the Board of Directors shall constitute a quorum for the transaction of business at a meeting, provided that all members have been duly notified.

7.3 Meeting Agendas

- The President, in consultation with the chair, shall prepare the agenda for the Board meetings. (See C 7.3 (Appendix 1) Board of Directors Standing Agenda) Priority will be given to strategic planning items. The President shall report to each Board meeting on the activities of executive staff and outline any action items requiring Board decisions.
- All reports to the Board shall follow the standard report format. C 7.3 (Appendix 2)
- All staff reports are to be provided in writing to the District office ten working days prior to the BOD meeting. New agenda items for BOD meetings, other than minutes and Department and staff reports, are to be provided in writing to the District office fifteen working days prior to the BOD meeting, and should use the standard reporting format.
- The BOD docket shall be distributed no later than five working days prior to the BOD meeting to all members of the BOD and Senior Staff (exclusive of confidential or “In Camera” information). Any items not available at the time of docket distribution shall be kept to a minimum and shall be distributed by e-mail as soon as available. The docket shall indicate which reports are attached and which will be distributed later.

7.4 Minutes of Board Meetings

- The BOD Secretary shall forward a copy of the minutes, marked DRAFT X (x= version number) to the Board of Directors, the Treasurer and to the following office staff: administrative secretary, business manager, mission executive.
- Any errors or omissions should be reported to the Secretary who will make appropriate revisions and mark the minutes DRAFT + (appropriate new version number).
- Prior to the next regular board meeting, the BOD Secretary will provide the administrative secretary with the most up-to-date draft for inclusion on the agenda of the board meeting.

- After the minutes are reviewed at this board meeting, amended as necessary, and approved by the board, the Secretary shall prepare a final version with the amendments included, mark this version APPROVED, and provide this approved version to the administrative secretary for inclusion in the minute book. This approved copy is to be signed by the Secretary and the Chairman. Copies of the approved minutes are sent by the administrative secretary to the LCC President, the Legal Department, and the District's Public Accountant. (Distribution List C)
- (Note: Copies of minutes from annual meetings of the New Brunswick Corporation and the Ontario District Corporation, and the East District Corporation, are also mailed to Distribution List C.)
- Minutes of Board meetings shall be available within one month of the meeting date.
- Meetings of the Board of Directors are held to be private. Therefore minutes of the Board of Directors meetings are not available to the public or to corporation members. However, summaries of the meeting will be prepared by the Secretary. These summaries, when approved by the Executive Committee, will be posted on the district web site within one month of the meeting. The summaries will take into account items where confidentiality is of concern. In this context, confidentiality is held with the intent of being good stewards of the information with which Board members are entrusted; there is no intent to keep information hidden or secret.

C 7.3 (Appendix 1) Board of Directors Standing Agenda

Lutheran Church–Canada, East District Board of Directors Standing Agenda

(Date)

Meeting # _____

Action Key: **D** = Decision; **I** = Information; **P** = Policy Interpretation

Ad Initium: Members Present

- | | | | |
|------------|-----|---|----------|
| 9:00 a.m. | 1. | Opening Devotions: (Rotating alphabetically among Board of Directors members) | |
| 9:15 a.m. | 2. | Adoption of Meeting Agenda
2.1 Declaration of Conflict of Interest
2.2 Adoption of agenda | D |
| 9:20 a.m. | 3. | Approval of Minutes:
3.1 Board of Directors Minutes, Meeting # _____ <i>{Exhibit}</i> | D |
| 9:40 a.m. | 4. | Business arising from the Minutes:
4.1
4.2 | |
| 9:45 a.m. | 5. | Correspondence:
5.1 Secretary
5.1.1
5.2 Staff
5.2.1
5.3 Chairman
5.3.1 | |
| 10:00 a.m. | 6. | Strategic Plan Review:
6.1 Review of Strategic Plan implementation
6.2 Policy and Procedure Manual Update
6.3 | |
| 12:00 p.m. | | <i>Lunch</i> | |
| 1:00 p.m. | 7. | Visiting Delegation (if requested) | |
| 1:30 p.m. | 8. | Treasurer/Business Manager:
8.1 Business Manager's Report <i>{Exhibit}</i>
8.2 Auditors Report
8.3 Properties Committee | |
| 1:50 p.m. | 9. | Personnel Committee:
9.1 | |
| 2:00 p.m. | 10. | New Business:
10.1 Committee Appointments | |

10.2

2:20 p.m. 11. **District President:**

- 11.1 District President's Report *{Exhibit}* **I**
- 11.2
- 11.3
- 11.4

2:40 a.m. 12. **Lutheran Church–Canada:** (Synod Representative)

12.1

3:00 p.m. 14. **Department Reports:**14.1 **Finance:**

- 14.1.1 Department Chair/Liaison Report
- 14.1.2 Minutes - Department for Finance Meeting, *{Exhibit}*
I
- 14.1.3
- 14.1.4

14.2 **Outreach:**

- 14.2.1 Department Chair/Liaison Report
- 14.2.2 Minutes - Department for Outreach Meeting, *{Exhibit}* **I**
- 14.2.3
- 14.2.4

14.3 **Parish Services:**

- 14.3.1 Department Chair/Liaison Report
- 14.3.2 Minutes - Department for Parish Services, *{Exhibit}* **I**
- 14.3.3

3:40 p.m. 15. **East District Archivist:** Mrs. Carol Nagel, Archivist

15.1

4:00 p.m. 16. **Committee on Constitution/Membership:**

16.1

4:20 p.m. 17. **Committee on Communication Services:**

17.1

4:20 p.m. 18. **Handbook Committee:**

18.1

4:40 p.m. 19. **Other Business:**

- 19.1
- 19.2

Next Meeting Date: _____

Devotion Leader: _____

4:50 p.m. 20. **In Camera:** (Board of Directors discussion without staff)

20.1

5:00 p.m. **Adjournment**

C 7.3 (Appendix 2) Board Standard Report Format

Report	✓	Policy Change	✓	Action item	✓	Information	✓
Submissions to Board of Directors							
1	Actionable items: Based on the information in this report, the _____ recommend that the Board of Directors should : _____ _____ _____						
2	Executive Summary Key points to bring to the attention of the board ➤ ➤ ➤ ➤ ➤ ➤ ➤						
3	Table of Contents: 1. 2. 3. 4. 5.						
	Body						

Glossary of terms and examples for content:**Executive Summary:**

These items should be a summary of the most important items in the body of the report or proposal (or any other document being presented)

Items requiring action should be referred to here

Table of Contents:

If there is more than one document in the body of the report or proposal or any other presentation, then this would be a place to assign page numbers for ease of location. Then those documents would follow. For example:

- | | |
|--|-----------|
| 1. Board meeting minutes | Page 2-3 |
| 2. Loan Application | Pages 4-5 |
| 3. Property Appraisal | Page 6 |
| 4. Terms and conditions of loan recommendation | Page 7 |

Action Items:

This should be in the form of an action that the board of Directors could authorize for example:

“The Department for Finance recommends that a loan for \$xxx,xxx.xx be made over a term of xx years at a rate of xx% to the _____”

Policy Section:	C - Board of Directors
Policy Title:	C 8 – Annual Meetings of Corporations
Date of Approval:	

8. ANNUAL MEETINGS OF CORPORATIONS

8.1 Policy

The district includes three corporations, - LCC-East District, LCC East District Inc. (incorporated in New Brunswick), and Lutheran Church-Missouri Synod, Ontario District (a holding company for property). Each corporation requires an annual meeting, not more than 14 months after the previous meeting.

(THIS PARAGRAPH NEEDS SOME WORK AND SHOULD INCLUDE THE MANDATORY AGENDA ITEMS FOR THESE MEETINGS AND THE NOTICE REQUIREMENTS.)

Policy Section:	C - Board of Directors
Policy Title:	C 9 – Appointments
Date of Approval:	

9. APPOINTMENTS

9.1 Purpose:

To outline the procedure to be followed for making appointments to various committees, departments and boards.

9.2 Procedure:

The Board of Directors shall appoint:

- the District Treasurer.
- 3 members of the Board to serve as Board liaisons on the Department for Finance, the Department for Parish Services, and the Department for Outreach. See B 13 for Terms of Reference for Board liaisons.
- 2 members of the Board, but not the District President, to serve as the Personnel Committee (ref.2014 ED Handbook REG/ 6.70).
- Members of the Committee on Abuse Prevention (ref. 2014 ED Handbook REG/ 6.60)
- Members of the Committee for Communication Services (Ref. 2014 ED Handbook REG/ 6.40)
- Members of the Properties Committee (Ref. 2014 ED Handbook REG 6.50)
- Privacy Officer
- Members of the Departments for Finance, Parish Services and Outreach. (See note 1 for details.)
- One person as its nominee to the Board of Directors of Lutherwood-CODA.(See note 2)
- The Board of Directors shall appoint such other committees as it finds necessary to accomplish the purposes of the District.
- If vacancies should occur in any of these positions part way through a term, the Board shall be responsible for finding replacements.

Note 1: Departments members serve a three year term starting July 1 and ending June 30, and for the sake of continuity, one-third of the members are appointed each year.

Each circuit shall have one member. Circuits are responsible to nominate one pastor and one lay person and submit these nominations to the Board, through the District Secretary for their consideration. The secretary will notify the circuit counsellors in February of each year regarding which positions require nominees and will also enclose a copy of the nomination form (see C 9.2 Appendix 1) and the pastor verification form (see C 9.2 Appendix 2) (Ref. 2014 ED Handbook REG/ 5.02 A-C).

Note 2: The Board shall also approve the nominations of other members of the Board of Directors of Lutherwood - CODA. (Board Minutes, 3 October, 1997)

C 9.2 (APPENDIX 1)

CIRCUIT NOMINATION FOR DEPARTMENT APPOINTMENTS

(To be completed by the Circuit Counsellor and forwarded to the District Secretary)

As you meet in Circuit Forum, please review the Handbook, section V of the Regulations regarding

Departments. Note especially:

5.02 Members (2014/REG/4.00B)

A. To provide continuity within the Departments, one-third of each Department shall be nominated annually. At the Spring Circuit Forum and in a convention year before the District Convention, each Circuit Forum shall nominate at least one (1) pastor and at least one (1) lay person or rostered deacon for the District Department members of that Circuit whose terms expire that year. Each nominee shall be a member of a member congregation of the Circuit. The Chairman of each Circuit Forum shall have obtained the written consent of each nominee before forwarding the nominations to the Board of Directors, through the Secretary of the Corporation, along with a brief outline of each nominee's qualifications to serve on the designated department as well as confirmation in writing from their pastor that they are communicant members in good standing in their congregation.

Department: DFO DPS DFF

Nominee Information:

Name _____

Address _____

Phone #s _____ E-mail _____

Congregation name _____

Date of Circuit Forum _____

Signed: *Chairman/Circuit counsellor* _____

NOMINEE CONSENT

I consent to have my name considered by the LCC East District Board of Directors for appointment on the Department indicated above. I realize that I may or may not be appointed to this position.

C 9.2 (APPENDIX 2)

PASTOR VERIFICATION RE CIRCUIT NOMINATION FOR DEPARTMENT APPOINTMENT

(To be completed and forwarded to the District Secretary)

Note the following section from the Handbook

5.02 Members (2014/REG/4.00B)

A. To provide continuity within the Departments, one-third of each Department shall be nominated annually. At the Spring Circuit Forum and in a convention year before the District Convention, each Circuit Forum shall nominate at least one (1) pastor and at least one (1) lay person or rostered deacon for the District Department members of that Circuit whose terms expire that year. Each nominee shall be a member of a member congregation of the Circuit. The Chairman of each Circuit Forum shall have obtained the written consent of each nominee before forwarding the nominations to the Board of Directors, through the Secretary of the Corporation, along with a brief outline of each nominee's qualifications to serve on the designated department as well as confirmation in writing from their pastor that they are communicant members in good standing in their congregation.

TO BE FILLED OUT BY CIRCUIT COUNSELLOR

The following member of your congregation has been nominated by the Circuit Forum to be considered by the Board of Directors for appointment.

Department: DFO DPS DFF

Nominee Information:

Name _____

Address _____

Phone #s _____ E-mail _____

Congregation name _____

TO BE FILLED OUT BY NOMINEE’S PASTOR

As the nominee's pastor, we ask you to indicate whether this individual is a communicant member in good standing of your congregation. YES NO

If you have any other information you feel the Board should be aware of as they consider this appointment, please contact the District President.

Pastor’s Name (print) _____

Signed: _____ Date: _____

Policy Section:	C - Board of Directors
Policy Title:	C 10 – Duties of Appointed Committees
Date of Approval:	

10. DUTIES OF APPOINTED COMMITTEES

10.1 Committee on Abuse Prevention

The Abuse Prevention Committee shall consist of two pastors and two lay persons appointed by the Board of Directors.

This committee shall:

- act at the request of congregations to advise them on abuse prevention and assist them to put in place an adequate abuse prevention policy
- act at the request of congregations to advise and assist them in cases of allegations of abuse
- immediately advise the District President and Board of Directors of any concerns about abuse prevention in the district
- submit annually, or more often, a written report to the Board of Directors outlining the status and progress of abuse prevention programs within the district

10.2 Committee for Communication Services

The Committee for Communication Services shall consist of at least one pastor and one lay person appointed by the Board of Directors. The editor of the newsletters that are circulated to pastors and congregations shall serve as an advisory member of the committee.

This committee shall:

- establish procedural guidelines for publication of the official publication of the district, subject to the approval of the Board of Directors.
- coordinate its work with the synod's communication structures.
- disseminate news and information about the work of the Synod, the District, and/or its congregations and members through all accepted means of communication.

- serve as a publicity committee at conventions and conferences, editing the convention delegate report, and preparing official convention releases. (Ref. 2014 ED Handbook REG/7.14)
- establish and maintain contacts and relations with radio and television station management in the interest of national and international broadcasts and telecasts, encourage support of such programs, and foster radio and television broadcasting within our District.
- annually prepare and submit a budget to the Department of Finance an estimate of its financial needs for the coming fiscal year

10.3 Properties Committee

The Properties Committee shall consist of at least two lay persons and one pastor, at least one of whom shall be a member of the Board of Directors. They shall be appointed by the board of Directors.

The Properties Committee shall:

- be responsible for the maintenance of the District office building, and such other properties as may be designated by the Board of Directors from time to time.
- annually prepare and submit to the Department for Finance an estimate of its financial needs for the coming fiscal year.

Policy Section:	C - Board of Directors
Policy Title:	C 11 – Confidentiality Policy - Board of Directors
Date of Approval:	June 23, 2014

11. CONFIDENTIALITY POLICY

11.1 Purpose:

To define confidentiality procedures for the Board of Directors

Members of the Board of Directors have been elected in convention. This election indicates a level of trust in these directors. In this context, confidentiality is held with the intent of being good stewards of the information with which board members are entrusted. In this regard there is no intent to keep information hidden or secret.

11.2 Procedures:

1. Meetings of the Board of Directors are held to be private. Therefore minutes of the Board of Directors meetings are not available to the public. However, summaries of the business conducted will be provided on the district web site within one month of the meeting. The summaries will take into account the items listed below where confidentiality is of concern.
2. The following are specific instances in which confidentiality must be maintained:
 - whatever information is protected by legislation, regulations or common law as defined by the courts (i.e. privacy act, corporations act, human rights act).
 - issues that are still under discussion.
 - matters that the Board of Directors deems as confidential
 - matters that hinder the work of the district
 - matters that harm the reputation of the district and its members
 - matters that the District President, in his ecclesiastical authority, deems as confidential
3. When in doubt as to whether certain information is confidential, members should seek advice from the District President and/or the Chairman of the Board of Directors before disclosing it to anyone.
4. The obligation to not divulge confidential matters continues even after the term of a member has ended. Confidentiality obligations do not end when a position is no longer held.
5. A Confidentiality Agreement (see C 11 Appendix 1) must be signed by each member of the Board. The form for this agreement will be provided by the District President at the organizational meeting of the new board following a district convention, and shall be signed at that time by the member.

C 11 (APPENDIX 1)

CONFIDENTIALITY AGREEMENT FOR BOARD OF DIRECTORS

I, (*print* _____), have read, understood, and in all good faith, accept and will abide by the Confidentiality Policy as set out below.

Signature

Date

Position

Confidentiality Policy for the Board of Directors

INSERT POLICY

Policy Section:	C - Board of Directors
Policy Title:	C 12 – Mission and Ministry Plan
Date of Approval:	June 23, 2014

12. MISSION AND MINISTRY PLAN

12.1 Purpose:

To have an annual plan for the mission and ministry work of the district, presented in the fall of each year, in order to:

- keep the congregations of the district informed
- obtain input from congregations and their members on the work of the district
- assist the Board and its committees in formulating work programs and appropriate budgets.

12.2 Policy:

The Board of Directors shall be responsible for the preparation of the annual Mission and Ministry Plan. The plan may vary according to the assessed needs of the district, but shall always include a message from the District President and/or Board of Directors, reports from each department with highlights of current work and plans for future work, financial information, and an opportunity for feedback.

12.3 Procedures:

12.3.1 The District President and Mission Executive, under the direction of the Board of Directors, shall oversee the preparation of the annual Ministry and Mission Plan according to the following timetable:

January to March: The Board of Directors will determine the focus and structure of the plan.

March to May: District staff and Departments will prepare a draft of their section of the plan.

May to June: The Board of directors will review the draft content from the staff and departments, make amendments as necessary and forward content to the Communications Committee.

June to August: The Communications Committee will prepare a draft plan for final BOD approval by August 15th.

August/September: The BOD will give final approval to the plan and arrange for its dissemination to the congregations. In year 3 of the cycle, this approval will have to precede the September Board meeting.

October - December: The plan will be reviewed by congregations, fall circuit forums and/or a Mission and Planning Conference.

January: The BOD will review input received to the plan and take this into account when preparing programs and budgets.

12.3.2 The mode of presentation of the plan will take vary according to a three year cycle (year 1 being the year of a district convention):

Year 1: Printed Brochure, copies of which will be provided to all congregations. The Plan will be reviewed by congregations individually and in fall circuit forums.

Year 2: Video presentation, a copy of which will be provided to each congregations. The Plan will be reviewed by congregations individually and in fall circuit forums.

Year 3: Power point presentation (or printed brochure or video) with the BOD members to do face-to-face presentations to congregations in September and October. As well, the Plan may be reviewed at a fall Mission and Planning Conference.

In addition to or in lieu of the review methods outlined above, the Plan review may be done at other district-wide or regional gatherings.

12.3.3 Distribution of the plan may take place by direct mailing, through circuit counsellors, or through the Board of Directors, district staff, and department members.

Policy Section:	C - Board of Directors
Policy Title:	C 13 – Christian, Fiduciary and Legal Duties and Responsibilities of Directors and Officers
Date of Approval:	February 1, 2015

13. CHRISTIAN, FIDUCIARY AND LEGAL DUTIES AND RESPONSIBILITIES OF DIRECTORS AND OFFICERS

13.1 Purpose:

To outline the general Christian, fiduciary and legal responsibilities of Directors and Officers of the corporation.

13.2 Policy:

The duties and responsibilities of you who serve on the Board of Directors and as Officers of the East District of Lutheran Church-Canada are outlined in the East District Handbook (paragraphs 28-30 and 40-45 of Bylaw 2014 and sections III and IV of Regulations 2014). It is your duty to be familiar with these duties and responsibilities.

As Lutheran Christians, you also have a responsibility to carry out those duties and responsibilities in a God-pleasing way. Forefront in your actions as representatives of the East District and in the decisions you take should be the desire to minister to people with care, to encourage the members of our congregations to be nurtured in their faith through God's Word and the Sacraments, and to join in the sustaining of one another and of others through the "*mutual conversation and consolation of the brethren.*" (Martin Luther). Our gracious God gives to each of us as individuals various gifts to meet diverse needs: "*To each is given the manifestation of the Spirit for the common good.*" (I Corinthians 12:7). In giving us also an example to follow, on the night in which He was betrayed and prior to going to die on the cross for our sins, our Lord Jesus girded Himself with towel and took a basin of water to wash the feet of His disciples, saying to them: "*A new commandment I give unto you that you love one another, even as I have loved you.*" (John 13:34).

Keeping the above in mind, you are also enjoined to comply and adhere to the following fiduciary and legal responsibilities as laid down in civil law:

Boards of Directors exist to oversee all aspects of an organization's operations with the intention of maximizing the value of the corporation or its goals. Directors and Officers are required to exercise at least the level of care, diligence and skill that a reasonably prudent person would exercise while acting honestly in good faith and in the best interests of the corporation. In carrying out these goals, Directors and Officers must legally maintain the ideals of:

Obedience - to the terms of the organization's Bylaws and Constitution, as well as the applicable statutes

- Loyalty - to the best interests of the corporation and its members
- Diligence - to act with the care that a reasonable and prudent person in similar circumstances would exercise when in a similar situation.

In addition, the Business Judgement Rule requires that Directors and Officers act on an informed basis, in good faith and in the best interests of the organization. The breach, or alleged breach, of any of these principles, if it leads to financial loss for any of the stakeholders, could be grounds for an action for damages. Liability can rest with an individual board member, or the entire board, as a consequence of a Director's action or inaction.

Directors of charitable corporations are subject to a fiduciary duty to act as a quasi-trustee of the charitable assets of the corporation. This fiduciary duty is an obligation to act honestly, in good faith and in the best interests of the corporation which precludes the director from acting in a self-serving manner. They must avoid and declare any conflicts of interest, or anything that would give a director the appearance of a personal benefit.

Exercising due diligence includes, but is not limited to, attending board meetings, supervising operations, monitoring compliance with corporate objects, and ensuring board resolutions are adopted by informed decisions of the directors.

Federal and Provincial statutes impose specific offenses and penalties for acts and omissions committed by directors and de facto directors of corporations. Directors and Officers are required to comply with the Canada Not-For-Profit Corporations Act and its regulations.

While holiness of life and obedience to Christ are expected of Directors and Officers, it is especially important that you show yourselves, by word and example, to be faithful to Him in service and Christian devotion. You are expected to carry out your duties, trusting in the Lord, and conforming yourselves to His Word in accordance with the faith of the Evangelical Lutheran Church.

13.3 Procedures:

This policy shall be provided to all new Officers and Directors and shall be reviewed with them as part of the first meeting of a new Board of Directors.

Policy Title:	C - Board of Directors
Policy	C 14 – Protocol for Use of the CEF by Board of Directors
Date of Approval:	April 15, 2015

14. PROTOCOL FOR USE OF THE CEF BY BOARD OF DIRECTORS

Policy

The Board of Directors may use CEF funds for projects and purposes that are part of the mission and ministry of the East District and Synod without compromising their fiduciary duties.

In so doing, the Board shall take into account the financial stability and overall performance of the CEF.

The use of CEF resources may be in the form of a special loan issue or an outright disbursement.

Process

A. LOANS

1. The Board has the authority to approve loans from the CEF for special District projects without processing them through the Department for Finance.
2. The interest rate on such loans shall be the current rate for a 1-year note.
3. The term of the loan shall be determined in accordance with the CEF policy on loans (\$80,000 and under via a special purpose loan of up to 7 years; over \$80,000 via a mortgage amortized over 25 years).
4. The Board approval shall be minuted and include the conditions and terms of the loan.
5. The District budget shall include a line item which budgets the repayment of the loan.
6. All such loans shall be reported to the Department for Finance and shall be included in the District's Annual Statements.

B. DISBURSEMENTS

1. The Board of Directors has the authority to use the CEF fund balance from time to time for a special purpose disbursement.
2. All such instances shall take into account the financial health of the fund.
3. All such instances shall be minuted, clearly stating the amount of the disbursement, the reason for such use, and the recipient.
4. For transparency, all such instances shall be reported in the District's Annual Statements.

LUTHERAN CHURCH–CANADA, EAST DISTRICT

Policy and Procedure Manual

Section D: Department for Finance

Supervise the District finances in order that the gifts of God's people might be wisely disbursed

Section D Department for Finance

- D 1 Department Overview
- D 2 Mission and Ministry Plan Preparation
- D 3 Budget Preparation, Approval and Monitoring
- D 4 Investment/Banking Procedure
- D 5 Purchasing
- D 6 Employee Expense Claims
- D 7 Petty Cash Purchases
- D 8 Conflict of Interest Regarding Contract for Goods and Services
- D 9 Employee vs. Self-Employed Consultant
- D 10 Ability to Bind the District
- D 11 Rostered Church Workers Compensation Guidelines
- D 12 CEF Strategic Directions
- D 13 Church Extension Fund (CEF) Policies and Procedures
- D 14 Restricted Funds
- D 15 Use of East District Equipment and Facilities

Revision History

140715 - amended D2 - deleted words and referred to Section B 14

141114 – deleted 11.3.5 and related appendix attaching 2012 salary guidelines

160208 – amended section D3

160715 – amended page 36 – CEF policy and procedures 2.07 (opening sentence – up to colon)

160715 – replaced page 52 – Investment Policy Appendix A (Overall Portfolio Composition)

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Policy Section: D - Department for Finance

Policy Title: D 1 – Department Overview

Date of Approval:

1. DEPARTMENT OVERVIEW

1.1 Membership and Organization

- The voting members of the department shall consist of the Board of Directors liaison appointed by the Board of Directors, the District Treasurer and one representative from each circuit appointed by the Board of Directors. At least two of the voting members shall be clergy and at least 50% of the voting members shall be laymen (*Handbook 1.48*). Any Department member who changes circuits during the term of office will complete the appointed term. (*Handbook 5.02D and 3.06-5*) Department members shall serve for a three-year term. To provide continuity, one-third of the members shall be appointed each year.
- Advisory members are the District Business Manager and the District Gift Planner.
- Meetings shall be held four (4) times per year, normally in February, May, September and November. Additional meetings are at the discretion of the department. When considering policy or procedure changes for the DFF that will have a direct impact on other departments, joint meetings or other communication between the DFF and those departments should be arranged before changes are made.
- At the September meeting of each year the department shall appoint a chairman and secretary and also make appointments to its committees (*Handbook 1.2*).
- The business manager shall prepare a task calendar for the September meeting each year outlining the major recurring annual business items that must be considered and the meeting at which they will be dealt with.

1.2 Duties and Functions

- Supervise the District finances in order that the gifts of God's people might be wisely disbursed and utilized.
- Receive from District staff regular reports on current income and expenditures and on forecast income and expenditures for the balance of the fiscal year;
- Assist the Board of Directors (BOD) in the preparation of the annual Mission and Ministry Plan.

- Prepare and present to the Board of Directors proposed budgets that correspond to estimated income.
- Propose to the congregations annual goals for financial commitment to the Mission and Ministry Plan of the District and Synod.
- Encourage congregations to set long term financial goals.
- Supervise insurance, salary scales for District employees, investment matters and similar financial concerns.
- Develop and update salary guidelines for professional church workers, and make the guidelines available to congregations and workers of the District.
- Supervise and manage all restricted funds according to their individual guidelines.
- Promote various District funds that assist congregations, Pastors, Vicars and other beneficiaries as prescribe by the individual fund operating requirements.
- Supervise and promote the Church Extension Fund.
- Supervise and promote the District Moving Fund for Pastors.

1.3 Committees of the Department for Finance

Committees may assist the department in implementing its plans to carry out its mandate. Although not limited to these, the department shall provide through its structure for the following:

1.3.1 Church Extension Fund Committee

This Committee shall:

- Consist of at least 5 people, including at least one clergy, the business manager and the Treasurer. Appointments shall be made at the September meeting of the DFF each year. The committee shall appoint a chairman, and secretary (if required).
- Supervise and promote the Church Extension Fund (CEF) to all existing investors, congregations, missions, schools and preaching stations.
- Manage the assets of the CEF according to the policies and procedures which govern the CEF and make recommendations to the Department regarding loan requests.
- Communicate to the investors on the prescribed basis set out in the CEF policy and procedures.

1.3.2 District Compensation Guidelines Committee

This Committee shall:

- Consist of at least one (1) clergy and one (1) lay representative, at least one of whom shall be a member of the DFF. Appointments shall be made at the September meeting of the DFF each year. The committee shall appoint a chairman, and secretary (if required).
- Review annually the guidelines and modify them, if necessary, in time to be presented to the Department for Finance (DFF) at its September meeting.
- The Guidelines approved by the DFF shall be presented to the Board of Directors at their October meeting for review and approval. The approved Guidelines will then be included in the District's November congregational mailing and added to the District's web site.

1.3.3 Audit Review Committee

This Committee shall:

- Consist of the District Treasurer plus two (2) additional members from the DFF, the District President, and the Business Manager. Appointments shall be made at the September meeting of the DFF each year. The committee shall appoint a chairman, and secretary (if required).
- Meet with the external auditor after the year-end to review his draft report and audited financial statements.
- Submit to the DFF and the Board of Directors the audited statements along with the auditor's findings and any required actions and recommendations, and any recommendations from the Audit Committee.
- Prepare a report for the District's convention workbook in the year when there is convention.

Policy Section:	D - Department for Finance
Policy Title:	D 2 – Mission and Ministry Plan
Date of Approval:	

2. MISSION AND MINISTRY PLAN

See Section C 12

Policy Section:	D - Department for Finance
Policy Title:	D 3 – Budget Preparation and Approval
Date of Approval:	

3. BUDGET PREPARATION AND APPROVAL

3.1 Purpose:

To provide a financial guide for the proper management of the total resources God has given His people in the East District to carry out His mission and ministry.

3.2 Policy:

The Department for Finance shall prepare an annual budget for approval by the Board of Directors at its March meeting.

The DFF shall endeavour to present a balanced budget (expenditures balance receipts). Should a deficit budget be presented, justification must be provided outlining the rationale and necessity for the projected deficit.

3.3 Procedures:

3.3.1 Budget Preparation and Approval

- i. The Departments for Outreach and Parish Services and the Properties committee will submit their fiscal year requirements for the next three (3) fiscal years to the DFF by the DFF's November meeting along with a narrative describing the scope of the work they are planning.
- ii The Business Manager will prepare budget projections for the administration portion of the budget as well as other budget items including the Board of Directors, the Department for Finance, the Communications Committee, and the Archivist.
- iii The DFF will forward to all congregations with the October mailing a "Mission & Ministry" Goal form on which congregations will indicate the level of financial support towards the Mission and Ministry plan for the coming year. These forms should be returned to the District office by December 15th.
- iv The DFF will also receive from the Board of Directors any input that has been received from congregations and circuits on the Mission and Ministry plan for the coming year.
- v The Business Manager will develop a preliminary budget for consideration by the Department for Finance at its November meeting.

The DFF will make whatever alterations to this preliminary budget as they deem necessary and present this draft budget to the Board of Directors at their January meeting. This preliminary review will allow the Board to express any concerns and/or provide direction regarding the budget. The DFF will take action on those concerns if any and submit a final budget for the approval of the Board of Directors at their March meeting.

- vi The Board of Directors may recommend reductions to major budget areas, and it will then be the responsibility of the individual Department or staff person responsible for that area to make specific line item reductions to achieve the overall reduction requested by the Board.

3.3.2 Budget Monitoring Process

- i. The Business Manager will monitor actual expenses for each general ledger account to ensure that spending is not exceeding the budget. In situations where actual spending appears to be exceeding the budgeted limits, the Business Manager should contact the individual accountable for that particular account and advise him/her of the situation and discuss appropriate action.
- ii The Business Manager will provide a comparative analysis of actual receipts and expenses compared to the approved budget for the Department for Outreach and the Department for Parish Services with focus on their respective areas of accountability at each of their four (4) designated meeting dates.
- iii The Business Manager will provide an overall comparative analysis of actual receipts and expenses compared to the approved budget to the Department for Finance at each of its four (4) meetings. If spending is exceeding the budget or if there are insufficient receipts to accommodate expenses, the Department for Finance shall make recommendations to the Board of Directors regarding any actions that should be taken.

3.3.3. Dissemination of Approved Budget

- i. The Business Manager will arrange for a detailed (master) budget, but without any names included on line items, to be distributed (electronically or hard copy) to all members of the corporation. The Board chair will prepare a covering letter to accompany this mailing of the detailed budget.
- ii. The Business Manager will arrange for a 1-page summary budget (no names) to be posted on the district web site.

- iii. The Business Manager will arrange for an appropriate note to be included in EN3 e-mailings indicating that the summary budget is posted on the web site and a detailed budget is being mailed to all congregations.

Policy Section:	D - Department for Finance
Policy Title:	D 4 – Investment/Banking Procedures
Date of Approval:	

4. INVESTMENT/BANKING PROCEDURES

4.1 Purpose:

To ensure that proper and appropriate banking and investment procedures are established to safeguard the financial gifts of God's People.

4.2 Policy:

All investment procedures shall be in accordance with the Investment Policy as set out in the CEF Policy and Procedures (see D13 Appendix 1).

All funds handled by the District's investment manager shall be managed in accordance with the Statement of Investment Policies and Guidelines as found in Appendix B of the CEF Policy and Procedures (see D13).

Banking transactions may be performed by telephone, Fax or E-mail provided they are within the prescribed level of authority and provided documentation is recorded to track those transactions and satisfy audit needs.

Policy Section: D - Department for Finance

Policy Title: D 5 - Purchasing

Date of Approval:

5. PURCHASING

5.1 Approval of Purchases

5.1.1 Purpose:

To establish a system of approval limits for operating expenditures to ensure that the District is accountable for the funds it receives.

5.1.3 Policy:

The budget, as approved by the Board of Directors, shall provide the guidelines for approved operating expenditures within a fiscal year.

All operating expenditures must be approved by an appropriate signing authority to ensure that the expenditure is within the approved budget.

5.1.3 Procedure:

All operating expenditures are approved by the Board of Directors through the budget process.

A schedule of Authorized Approval Limits for Operating Expenditures is submitted by the Department for Finance to the Board of Directors for approval. This schedule outlines the approval limits for the members of Senior Management. Any changes to this schedule require the prior approval of the Board of Directors.

Once approval limits have been authorized, The Mission Executive or Business Manager may delegate signing authority to any member of their staff. The Mission Executive or Business Manager may delegate any limit up to their authorized limit. However, delegation of authority limits does not delegate the responsibility of the Mission Executive or Business Manager and they will be held accountable for the financial results of the programs within their area of responsibility.

The Business Manager will review all source documents for the appropriate level of authorization prior to processing in the financial records of the District.

5.2 Purchase of Goods and Services

5.2.1 Purpose:

- To provide guidelines regarding acceptable procedures for purchase of goods and services.
- To ensure that the District is accountable for the funds it receives.

5.2.2 Policy:

- 5.2.2.1 Approval of purchases should be made in advance of the purchase transaction taking place.
- 5.2.2.2 Expenditures for goods and services must be supported by proper documentation and authorizations to ensure that only valid expenses are paid.
- 5.2.2.3 Expenditures must be approved by an authorized person as defined in the guidelines.
- 5.2.2.4 For purchases costing up to \$999.99, the specific cost should be determined in advance of the purchase, taking measures to ensure that the best price is obtained.
- 5.2.2.5 For purchases exceeding \$5,000.00, three quotes must be obtained. A rationale must also be documented when the lowest price is not selected.
- 5.2.2.6 When the goods are received, the staff member is to check and sign the packing slip or invoice indicating the goods were received and accepted.
- 5.2.2.7 When cheques are presented for signature, the supporting documentation shall be attached for review by the Business Manager and said documentation shall be filed along with a copy of the cheque. The Business Manager will review the package to ensure that expenditures are valid costs, the allocation of costs is correct, and the expenditures are properly authorized.

5.3 *Authorized Approval Limits for Operating Expenditures*

Expenditure Limit	Required Approval	Restriction	Signature
Up to \$100,000	District President	Within Approved Budget for District	
Up to \$10,000	Business Manager	Within Approved Budget for District	
Up to \$10,000	Mission Executive	Within Approved Budget for District	
Up to \$2,500	Administrative Assistant to the District President	Within Approved Budget for District	
Up to \$40,000	CEF Committee & DFF	In the case of emergency repairs to a CEF owned asset	

Policy Section: D - Department for Finance

Policy Title: D 6 – Expense Claims

Date of Approval:

6. EXPENSE CLAIMS

6.1 Purpose:

- 6.1.1 To ensure that employees and volunteers are reimbursed for expenses incurred on behalf of LCC East District in an accurate and timely manner.
- 6.1.2 To provide guidelines regarding acceptable travel and meal allowances to claim on expense reports.
- 6.1.3 To define the procedures to be followed in completing and submitting an employee and volunteer expense claim.
- 6.1.4 To ensure LCC East District is accountable for the funds it receives.

6.2 Policy:

- 6.2.1 LCC East District will reimburse employees and volunteers for expenses incurred personally that relate to District programs within the guidelines outlined in the following procedures.
- 6.2.2 Employees and volunteers are responsible for providing the proper supporting documentation, including receipts and other documents as necessary, to substantiate all items being reimbursed.

6.3 Procedure:

- 6.3.1 Expense Claim forms may be obtained directly from the Business Manager or through the District's website.
- 6.3.2 An expense claim should be completed and submitted to the Business Manager within two weeks of the expense.
- 6.3.3 To ensure that expenses are recorded in the proper fiscal year and charged to the appropriate budget year, expense reports relating to the fiscal year ending January 31st must be submitted by February 15th to be considered for reimbursement.

6.3.4 **Guidelines for Claiming Mileage**

6.3.4.1 Employees and volunteers are eligible to be reimbursed for distance traveled for District business with their personal vehicle at a rate specified in the Compensation Guidelines for that year.

6.3.5 **Guidelines for Claiming Meals**

6.3.5.1 LCC East District reimburses the cost of meals incurred for business purposes based on actual cost. Therefore, a receipt detailing the purchase and including the vendor's HST registration number where applicable must be submitted to validate the expenditure.

6.3.5.2 LCC East District reimburses the cost of meals incurred for business purposes only.

6.3.5.3 LCC East District also reimburses the cost of meals incurred during the course of business while away from LCC East District sites (i.e. you are required to attend a full day conference in Toronto and meals are not included in the cost of the conference). This includes the cost of meals while on training courses required by the District.

6.3.5.4 Although employees and volunteers will be reimbursed for the actual cost of meals verified to receipts, the following guidelines should be used to determine the reasonability of meal expenditures:

Breakfast	\$ 7.50
Lunch	\$ 10.00
Dinner	\$ 20.00
Daily	\$ 37.50

The daily guideline may be applied if business requires the employee to be out of town for business for a period extending greater than 24 hours. However, this is only a guideline. Expenses will be reimbursed based on actual receipts to this daily limit.

6.3.5.5 If the request for reimbursement is for more than one meal, the employee must indicate the people for whom the meal was provided and the purpose of the meeting.

6.3.5.6 If the expenditure was originally paid by the employees and volunteers' credit card, the vendor receipt must be attached to the expense form. The credit card chit is not sufficient supporting documentation without the vendor receipt.

6.3.6 **Guidelines for Claiming Other Expenses**

- 6.3.6.1 Other small miscellaneous expenses incurred by the employee may be reimbursed by submitting an expense claim. These expenditures may include, but are not limited to, parking, reimbursement of police check fees, small office supplies, host honorarium, phone calls from personal residences, photocopies etc. When possible, these expenses must be supported by a receipt detailing the purchase and including the vendor's HST registration number where applicable.
- 6.3.6.2 If the purchase was originally paid by the employee's or volunteer's credit card, the vendor receipt must be attached to the expense form. The credit card chit is not sufficient supporting documentation without the vendor receipt.
- 6.3.6.3 The purpose for incurring the expense should be noted on the back of the receipt submitted for reimbursement.
- 6.3.6.4 When an employee or volunteer is required to stay overnight for business purposes, the hotel selected should be reasonable in cost and reflect the mid range of hotels for the respective area.

Policy Section: D - Department for Finance

Policy Title: D 7 – Petty Cash Purchases

Date of Approval:

7. PETTY CASH PURCHASES

7.1 Purpose:

- 7.1.1 To provide guidelines regarding acceptable expenditures to be processed through a petty cash system.
- 7.1.2 To define the procedures to be followed in completing and submitting a petty cash expenses and reimbursements.

7.2 Policy:

- 7.2.1 Expenditures paid or reimbursed through the petty cash system must be supported by proper documentation to ensure that only valid expenses are charged to a program and to support application for HST rebates.
- 7.2.2 Replenishment of petty cash float is subject to the approval of the Business Manager within the guidelines provided by Policy D 5.1 – Approval of Purchases.
- 7.2.3 A float in the amount of \$250.00 will be maintained.

7.3 Procedure:

- 7.3.1 Submit original invoice or receipt, complete with a valid account code where the expense is to be applied, to the Business Manager or the Assistant to the Business Manager.
- 7.3.2 The invoice or the receipt will be logged on the Petty Cash Expense Summary. Appropriate reimbursement of cash will be taken from the Petty Cash lock box.
- 7.3.3 Petty cash purchases are those for which cash is necessary to complete the transaction (i.e. postal supplies, small office supplies, client outings, lunch for department and committee meetings held at the District office). Typically, individual transactions should not exceed \$75.
- 7.3.4 If a purchase is to occur at a later time, the staff member must complete a petty cash voucher for cash borrowed. Once the expense had occurred the staff will return the receipt and balance of cash to the petty cash custodian as soon as possible in exchange for the petty cash voucher.

- 7.3.5 At any given time, the balance of cash on hand and total of Petty Cash Expense Summary and the vouchers must equal the total of the petty cash float issued to the custodian.

- 7.3.6 Approval:
 - 7.3.6.1 Petty cash expenditures must be approved by the Business Manager within the approval limits as defined in Policy D 5.1 – Approval of Purchases.

- 7.3.7 Other:
 - 7.3.7.1 Reimbursement of expenses through the petty cash system is primarily intended to reimburse small miscellaneous expenditures that require cash as the form of payment and those purchases are not reasonably expected to occur through the standard accounts payable system. This procedure is not intended to over-ride the controls and balances inherent within Districts purchasing and approval policies.

D 7 (Appendix 1) PETTY CASH EXPENSE SUMMARY FORM (xls form)

To be developed

Policy Section:	D - Department for Finance
Policy Title:	D 8 – Conflict of Interest Regarding Contracts for Goods and Services
Date of Approval:	

8. CONFLICT OF INTEREST REGARDING CONTRACTS FOR GOODS AND SERVICES

8.1 Purpose:

- 8.1.1 To ensure that there is a mechanism to control perceived or actual incidents of conflict of interest in situations where contracts are awarded or considered for awarding to board members, staff members, and/or members of their families.

8.2 Procedure:

- 8.2.1 In cases where Board members, staff members, and/or members of their families enter into contracts with the District for goods and/or services, existing District procedures for the awarding of contracts must be followed.
- 8.2.2 These contracts must document that the goods or services are needed and that the contract is beneficial to the District.
- 8.2.3 In the case of a family member or relative of a Board member entering a contract with the District, the Board member shall immediately declare a conflict of interest and refrain from participating in the decision-making process. In such cases, Board members shall excuse themselves from meetings when the relevant discussions take place.
- 8.2.4 In the case of a family member or relative of a staff member, the staff member shall declare a conflict of interest, report the conflict to their supervisor, and refrain from participating in the decision-making process.

Policy Section:	D - Department for Finance
Policy Title:	D 9 – Employee vs. Self-Employed Consultant
Date of Approval:	

9. EMPLOYEE VS. SELF-EMPLOYED CONSULTANT

9.1 Purpose:

9.1.1 To establish a procedure for deciding if a person is to be classified as an employee or a self-employed consultant.

9.2 Policy:

9.2.1 A checklist will be used to determine if an individual should be classified as an employee of LCC, ED or a Self-Employed Consultant acting independently of LCC, ED.

9.3 Procedure:

9.3.1 The checklist, attachment *D 9 (Appendix 1)*, is completed by employer and person in question and on the basis of the answers, the employer shall decide on the status of the person.

D 9 (Appendix 1) Employee vs. Self-employed Consultant – Checklist

Analysis of facts related to control	Payer	Worker	N/A
Who is responsible for planning the work to be done?			
Who decides how and how much the worker is to be paid?			
Who decides on the time frames?			
Who decides how the work is to be done?			
Who decides on the hours of work?			
Who decides on the work location?			
Who assigns the individual tasks?			
Who supervises the tasks?			
Who sets the standards to be met?			
Quality?			
Volume?			
Time frame?			
Who decides whether work must be redone?			
Who covers the related costs?			
Who is responsible for training?			
Who covers the related costs?			
Who decides on periodic activity reporting?			
Who hires helpers?			
Analysis of facts related to ownership of tools?			
Who supplies the specialized equipment or covers its rental/leasing costs?			
Who covers equipment maintenance costs?			
Analysis of facts related to chance of profit/risk of loss			
Who covers the costs of damage to equipment or materials?			
Who covers the costs of liability insurance?			
Who covers office expenses?			
Who covers rental/leasing costs?			
Who assumes responsibility for the performance of the work?			
Who guarantees the quality of the work?			
Who covers the costs incurred by the worker in carrying out the work?			
Who covers the costs of the worker's benefits (paid vacation, sick leave, etc.)			

Policy Section:	D - Department for Finance
Policy Title:	D 10 – Ability to Bind the District
Date of Approval:	

10. ABILITY TO BIND THE DISTRICT

10.1 Purpose:

To establish a schedule of signing authorities with the ability to bind the District for projects which have gone through the appropriate approval process.

10.2 Policy:

- 10.2.1 The Board of Directors may delegate their authority to bind the District through signatures on contracts or agreements.
- 10.2.2 The attached schedule (*D 10 (Appendix 1)*) represents the level of Signing Authorities to Bind the District as approved by the Board of Directors.

D 10 (Appendix1) Schedule of Signing Authorities to Bind the District

<p>LCC EAST DISTRICT Schedule of Signing Authorities to Bind the District</p>
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Description of Proposal	Signing Authority Required (two signatures required)
Lease Agreement for Facilities	District President Business Manager
Miscellaneous Lease Agreements (i.e. office equipment, phone systems etc.) <ul style="list-style-type: none"> • Term greater than 2 years and more than \$20,000 in aggregate. • Term of less than 2 years and less than \$20,000 	District President Business Manager (one signature required) Business Manager Asst. to District President
Purchase/Service Agreements <ul style="list-style-type: none"> • Term greater than 2 years and more than \$20,000 in aggregate. • Term of less than 2 years and less than \$20,000 	District President Business Manager (one signature required) Business Manager Asst. to District President

Policy Section:	D - Department for Finance
Policy Title:	D 11 – Rostered Church Workers Compensation Guidelines
Date of Approval:	

11. ROSTERED CHURCH WORKERS — COMPENSATION GUIDELINES

11.1 Purpose:

To assist member congregations in establishing fair and reasonable levels of remuneration for Rostered Church Workers.

11.2 Policy:

The Guidelines shall be reviewed annually by the Compensation Guidelines Committee. In making their recommendations, the Committee shall take into account the CPI figures for the year ending in August of the given year, as well as any other data they may consider relevant. The committee may from time to time survey the congregations for input. Their recommendations must be approved by the Board of Directors before the guidelines are circulated to the congregations.

11.3 Procedures:

- 11.3.1 The Compensation Guidelines Committee will review the guidelines annually and submit their recommendations for the coming year at the September Department for Finance meeting. The Department for Finance will review the report and submit an updated Compensation Guidelines for the approval of the Board of Directors at the Board's Fall meeting.
- 11.3.2 The Board of Directors will review and approve Compensation Guidelines for the coming year at their Fall meeting.
- 11.3.3 The Business Manager will distribute the Compensation Guidelines to all congregations in the East District within two weeks of Board approval and will post them on the East District web site.
- 11.3.4 The portion of the guidelines relating to mileage shall also be used for the purpose of providing a mileage allowance for District Staff and volunteers. Notwithstanding this, the mileage allowance for the Board of Directors shall be based on 70% of the mileage allowance established in the guidelines. Persons entitled to a mileage allowance may choose to donate their allowance and receive a tax receipt in lieu thereof.

Policy Section:	D - Department for Finance
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Policy Title: D 12 – CEF Strategic Directions

Date of Approval:

12. CEF STRATEGIC DIRECTIONS

12.1 Purpose:

To provide direction for the operation and promotion of the CEF.

12.2 Policy:

12.2.1 The CEF Committee shall review annually the strategic directions of the CEF and report to the DFF on same at their May meeting.

12.2.2 The attached schedule *D 12 (Appendix 1)* contains the current strategic directions.

Schedule D 12 (Appendix 1)

Strategic Direction 1 – Expand opportunities for financing

- For congregations/missions/schools
 - Capital project
 - Start-up loans
 - Operating loans
- Education loans for church workers and church work students
- Refine or develop applications for loans as above. Applications will be reviewed on the basis of a “Faith Case.”
- Promote these opportunities to missions and congregations

Strategic Direction 2 – Expand investment opportunities

- Develop 3 and 5 year notes
- Establish interest rates for promissory notes
- KIDS (Kids Into Discipleship and Stewardship)
- Registered Service Plans - Partner with other districts in participating in existing national registered plans.
- Retirement Savings Plan (RSP)
- Education Savings Plan (RESP)
- Registered Annuity Plan (RAP)
- Registered Home Ownership Savings Plan (RHOSP)
- Review investment and lending rates prior to each meeting of the Department for Finance

Strategic Direction 3 – Facilitate support for mission and ministry

- Provide supplementary funding for programs and initiatives of the East District budget
- Oversee and advocate for:
 - Land acquisition vehicles (such as Church Development Partners – CDP) Develop Church Development model
 - Volunteer Work Projects (VWP)
- Conduct annual review of current capital holdings

Strategic Direction 4 – Advocate the vision

- Develop new vision strategies.
 - Which encourages members to include CE as a portion of their portfolio for the sake of God’s kingdom.
 - Cast the vision especially to the younger investor, including children, young adults and heirs.
 - Redevelop logo, mottos, slogans (change from “Church Extension Fund” to “Church Extension” to reflect expanded mandate.)
 - Utilize a focus group approach to evaluate the above.
 - Develop promotional brochures and items (such as pencils for use at meetings and communion registration.
- Recruit and train congregational representatives.

- Develop position description
- Appoint a Coordinator who will recruit and train representatives
- Sponsor a triennial CEF convention.
- Develop vehicles for regular communication with the members of the District.
 - Page on District website with links
 - Newsletter in e-format as well as “hard copy”

Strategic Direction 5 - Create a task calendar for Church Extension

Policy Section:	D - Department for Finance
Policy Title:	D 13 – Church Extension Fund (CEF) Policies and Procedures
Date of Approval:	

13. CHURCH EXTENSION FUND (CEF) POLICIES AND PROCEDURES

13.1 Purpose

To establish guidelines for administering the CEF including eligibility criteria for loans and procedures for obtaining same and to set down the authority delegated by the Board of Directors to the Department for Finance and the CEF Committee.

13.2 Policy

The Board of Directors may delegate the authority to bind the District through established CEF policies and procedures approved by the Board of Directors.

13.3 Procedure

13.3.1 The CEF shall review and submit changes to approved CEF Policy and Procedures for approval in a timely manner to the Department for Finance for recommendation to the Board of Directors before implementation of any new or amended policies.

13.3.2 The current CEF Policies and Procedures are detailed in *D 13 (Appendix 1)*.

LUTHERAN CHURCH–CANADA, EAST DISTRICT

CHURCH EXTENSION FUND

Policies and Procedures Manual

The Church Extension Fund is a fund provided by our fellow believers through the deposit of a portion of their savings for a nominal return to serve their Lord.

PURPOSE

The purpose of the Church Extension Fund is to provide low-cost financing to *LC-C* congregations and associated schools for the construction or expansion of the worship facility or for the provision of a parsonage, or for other building projects related to the ministry of a *LC-C* congregation or the district or to address other financial needs identified by the Board of Directors which impact on the mission and ministry of the East District¹⁰.

1.00 INVESTMENT AND INTEREST RATE POLICY

1.01 The CEF is intended for investments by members of LCC congregations. In general, deposits by non-members of LCC will not be allowed. Investments may be made by way of deposits in a savings account or by purchase of a one-year promissory note. Promissory Notes (Notes) require a minimum deposit of \$1,000⁷.

1.02 The current interest rate paid on DEPOSITS from investors on pass-book savings accounts and on Notes are calculated on a daily interest basis.¹ Rates for these investments are listed on appendix “A.” Interest on Pass-book savings accounts is paid on June 30th and December 31st. Interest on Notes is paid annually on the anniversary date and may either be paid by cheque or accumulated and compounded to the value of the Note. Persons wishing to redeem Notes early, i.e. prior to the end of the one-year term, will be paid interest at the savings account rate⁷.

1.03 The interest rate charged on LOANS to congregations will be not greater than 2.5% more than the interest paid on deposits, with a 2% spread between the highest and the lowest rates charged².

1.04 These rates shall be reviewed as often as required, but at least annually.

2.00 LOAN POLICIES

2.01 Guidelines

2.01.1 The following information will be considered when reviewing loan requests:

- A: a five-year review and a five-year projection of parish activity, including membership and financial statistics;
 - B: the ratio of the indebtedness, including new construction, to appraised value at the time of application (loan to property value ratio for self-supporting congregations: 50%; for subsidized/mission congregations: up to 90%);
 - C: the percent of annual income allocated for debt servicing not greater than 30%;
 - D: the project cost should be supported in building fund contributions and pledges not exceeding a five-year term. (For self-supporting congregations, a minimum of 35% is suggested);
 - E: the anticipated revenue to assist in debt repayment from sources other than congregational giving, (such as the operation of a day-care centre), which revenue shall be substantiated by a 5-year projection of operating costs and operating revenues).
- F: The CEF may consider loan applications from sister Synods or Districts providing such loans comply with all criteria as identified in this policy. All such applications would require the approval of the Board of Directors.*

2.01.2 The following criteria will be considered when establishing what interest rate will be charged to the borrower:

- A - average attendance
- B - type of ministry
e.g., school, social ministry project, enhancement or renovation to church or parsonage
- C - status of congregation i.e. subsidized or self-supporting
- D - years in existence

2.01.3 At the request of a new mission and the (*Department for Outreach, Missions Committee*), the Church Extension Fund may purchase both property and building, which the Church Extension Fund shall lease to the mission for a period of 5 years. At the end of the five-year period the Church Extension Fund shall sell the building and property giving the mission congregation the right of first refusal. The price to the congregation shall be the total cost incurred by the CEF in purchasing and carrying the property. Receipts received from the lease shall be credited against the carrying costs. If the congregation does not purchase the facility, the CEF may sell it at fair market value.

2.02 LOAN TERMS AND CONDITIONS

General Terms and conditions of the Loan are as follows:

- A. Interest rate, to be calculated according to the rates and policies outlined in sections 1.02 and 2.02.
- B. Loans are written for a five (5) year period with payments amortized over a maximum twenty-five (25) year period. Loans shall be secured by a first mortgage.
- C. Loans are disbursed upon the completion of the project and after conditions for disbursement as outlined in the Commitment Letter have been met. Bridge financing for construction projects may be obtained. See section 2.04 for conditions.
- D. The congregation shall not have, or in the future incur, any other indebtedness on its properties from a commercial source or any other source of funds without the written approval of the CEF Committee and the Department for Finance, so long as the loan from CEF is in effect. Self-supporting congregations may arrange a line of credit with commercial lending institutions to overcome a temporary cash flow problem for operating expenses. Such line of credit shall not exceed \$5,000 at any time. Whenever such an operating indebtedness is incurred, the congregation shall immediately notify the District office of the amount of the line of credit and when it expects to have it repaid.
- E. The congregation shall file copies of its annual audited financial statement with the Church Extension Fund - East District. An external audit may be requested if deemed necessary;
- F. All Special Fund Accounts shall be deposited with the Church Extension Fund - East District.
- G. The legal costs of preparing the mortgage documents, which include title and lien searches and whatever other real estate research is deemed necessary by the legal counsel of the CEF, shall be the responsibility of the borrower and not the CEF. These costs can be paid by the borrower up front or can be applied to the loan.

2.03 CONDITIONS REQUIRED PRIOR TO DISBURSEMENT OF LOAN

- A. Proof of fire and extended coverage insurance policy with loss payable to the Lutheran Church–Canada, East District Church Extension Fund.
- B. Completion certification - occupancy permit, lien waivers, affidavits of payment, survey and pictures.
- C. A satisfactory legal opinion from the District solicitor regarding title.

- D. An appraisal checklist must be completed and is acceptable in lieu of a formal appraisal report.
- E. Articles of Incorporation (if any), Constitution, Bylaws, Resolutions to borrow and to execute the mortgage. Certificate of Incumbency of present officers of congregation.
- F. Legal counsel review on behalf of Lutheran Church–Canada, East District Church Extension Fund.
- G. Compliance with the Construction Liens Act and all other applicable legislation.

2.04 BRIDGE FINANCING TERMS

2.04.1 Bridge financing, if desired, may be obtained from the Church Extension Fund to provide cash flow during a construction project and will be subject to the following terms:

- A. Interest rate will be the same as the approved loan rate;
- B. Interest only will be billed monthly on that portion of the loan actually disbursed to date;
- C. Any agreement for bridge financing shall be secured by a first mortgage.
- D. All costs related to the bridge financing such as Appraisal Fees, Performance Bonds, Insurance Costs and Legal Fees and all other incidental costs shall be borne by the congregation

2.04.2 The following conditions must also be met prior to the disbursement of any bridge financing. *(These are in addition to the conditions stated in section 2.03)*

- A. Performance Bond assuring performance of the construction contract.
- B. Bridge Financing Agreement establishing terms upon which disbursements will be made (ordinarily, disbursements shall be made only on certified payment invoice).
- C. Copy of certified working drawings and construction specification.
- D. Copy of general construction contract.
- E. Project Budget Statement.
- F. Progress Advance Payment Schedule.
- G. Compliance with the Construction Lien Act and all other applicable legislation.

2.05 SPECIAL PURPOSE LOAN³

Such loans are available to congregations in amounts not to exceed \$80,000.00⁹ and are limited to carrying out improvements and repairs. The loan may be for a term of up to seven years with payments to be negotiated to best serve the needs of the congregation. Interest shall be at the prevailing rate and the loan shall be secured by a 7-year⁹ promissory note.

2.06 SUPPORT INVESTMENT INCENTIVE PLAN⁴

This is a rebate program. It is intended as an incentive to congregations to place deposits in the CEF since this plan makes possible a reduction in the congregation's annual interest paid on their loan, based on their congregation's level of deposits in the CEF by itself or its members. It should be noted that under no circumstances can the effective interest rate drop below the interest rate on a one (1) year depositor's promissory note.

Rebates are calculated based on the following interest rate reductions:

- 25% of loan balance maintained in CEF investments provides a reduction of 0.75%
- 50% of loan balance maintained in CEF investments provides a reduction of 1.50%
- 75% of loan balance maintained in CEF investments provides a reduction of 2.25%
- 100% of loan balance maintained in CEF investments provides a reduction of 3.00%

Rebates are calculated monthly and paid by cheques at the end of each calendar year, provided the outstanding loan is not in arrears. Arrears being defined as any amount of principal or interest payments outstanding, the loan would be considered in "arrears."¹¹

NOTE: "Loan Balance" is the sum of all loans outstanding by a congregation.

2.07 OPERATING INCOME SURPLUS DISTRIBUTION⁵

In any year that the CEF has an operating income surplus in excess of \$10,000, the surplus, minus any losses since the last distribution, will be distributed as follows:

- 1) The surplus will first be used to cover the East District operating deficit if applicable, up to a maximum of 50% of the deficit incurred during the year the surplus was realized, and to a maximum of \$100,000 in the given year.
- 2) The remaining surplus be distributed as follows:
 - a. 10% to CEF reserves
 - b. 40% to the Department for Outreach
 - c. 50% to all East District Congregations on a sliding scale as follows:
 - i. first 100 communicant members count as 1.0 members each
 - ii. next 100 communicant members count as 0.75 members each
 - iii. remaining communicant members above 200 count as 0.5 members each

subject to the surplus distribution to congregations being reduced by any unpaid assessments.

2.08 OTHER SUPPORT POLICIES FOR MISSION/SUBSIDIZED CONGREGATIONS⁶

2.08.1 Leased Worship Facilities

Where worship facilities of a congregation which goes off subsidy are owned by the Church Extension Fund and have been leased, a rental agreement is to be negotiated with the congregation for a five-year period with the rent increasing annually to a level equivalent to a mortgage payment. This agreement may be reviewed at any time within the five year period.

2.08.2 Provision of Parsonage

Where the parsonage of a congregation is owned by the Church Extension Fund and supplied at no cost, a rental agreement is to be negotiated with the congregation, whereby the monthly rent payable to the CEF be at least equal to CEF out-of-pocket expenses (i.e. insurance, property taxes and general maintenance). The intent of the CEF owned parsonage is to provide residence for the pastor and his family where a congregation cannot provide one.

2.09 LOAN APPLICATION FORMS AND APPROVAL PROCEDURES

All loan applicants will be required to fill out the appropriate forms, which are available from the District Office. The completed forms should be submitted to Lutheran Church–Canada, East District Church Extension Fund. The loan applications will be considered by the CEF Committee and recommendations made to the Department for Finance. The Department's recommendations will be forwarded to the East District Board of Directors for final approval.

Once a loan has been approved by the Board of Directors, the Business Manager will send a commitment letter to the congregation, outlining the terms and conditions of the loan, including all conditions required to be met prior to the disbursement of any loan.

2.10 REVIEW OF POLICY AND PROCEDURE MANUAL

The policies and procedures of the CEF shall be reviewed annually by the CEF Committee and any recommended changes brought to the Department for Finance, and subsequently to the Board of Directors, for their approval.

3.0 REVIEW OF POLICY AND PROCEDURE MANUAL

The policies and procedures of the CEF shall be reviewed annually by the CEF Committee and any recommended changes brought to the Department for Finance and subsequently to the Board of Director, for their approval.

4.0 CEF ADMINISTRATION BUDGET

An administration budget for operating the fund will be prepared annually by the CEF Committee and recommended to the Department for Finance and subsequently to the Board of Directors for their approval.

5.0 INVESTMENT POLICY

- 5.01 CEF money not immediately required to fund building projects as outlined in the fund Purpose, may be placed with the District's investment manager or invested directly with Lutheran Church Canada – Financial Ministries (LCC-FM).
- 5.02 The Business Manager is authorized to place funds with the District's investment manager without need for further approval. The investment manager shall invest these funds in accordance with the investment policies and guidelines of the District (see appendix B). It is anticipated that most of the district funds will be invested in this manner. The Audit Committee of the CEF along with the Business Manager and District Treasurer shall monitor these investments and report at least annually to the Department of Finance (at its budget meeting) on these investments.
- 5.03 CEF Funds may also be invested by the Business Manager directly with LCC-FM, but prior approval for this will be required. Any such request shall be presented to the CEF Committee for appropriate recommendation to the Department for Finance and the Board of Directors. Such requests shall be accompanied by a report outlining current investments with LCC-FM. Investments with LCC-FM shall be for a term no longer than five years. These investments shall be secured by way of a promissory note.

6.0 Stale Accounts Policy

Every effort will be made to contact those investors (Stale Accounts) whose statements were returned to the CEF as undeliverable by the post office. That contact may be in the form of telephone calls to pastors, parish administrators, CEF reps and possible known relatives or other forms of investigation i.e. internet. All contact efforts will be in accordance with PIPEDA. Those investors whose correct addresses can be established will be corrected in the CEF database and new statements reissued.

If, after one (1) year, and after performing due diligence to establish a current address for a CEF Stale Account investor is unsuccessful, the investor's account will remain open and no further statements will be issued to the investor until the correct address becomes known. These investors will be flagged in the database in order to identify them.

If, after five (5) years no contact has been made by the investor to the CEF, the investor's current account information will continue to be maintained. The value of the investment(s) will be transferred into a "Stale Accounts Fund" and the current investment account(s) will be closed. At this point, no further interest will be accrued on these investments.

If, after ten (10) years no contact has been made by the investor, the value of the investment(s) will be transferred from the Stale Accounts Fund to a Restricted Fund for use as seen fit by the CEF Committee and the DfF. At this point the investor's account(s) will be purged from the database at the next year-end procedure.

Notwithstanding the above, should at any time during this period an investor or their estate identify themselves, the funds invested plus interest earned will be returned to the depositor, or their estate, upon request subject to providing satisfactory proof of a right to the funds.

7.0 Authorized Approval Policy for CEF Expenditures⁸

Purpose:

To establish levels at which individuals, committees, departments and boards are authorized to allocate CEF funds for maintenance and repairs on property owned by the CEF

Background

Currently there is no process for approving expenditures for maintenance and repairs on CEF own property. By establishing a ladder of authorization for individuals, committees, departments and boards, to expend CEF funds those constituents can respond and take action with those expenditures in a more expeditious and cost effective manner.

Policy

Formal request or proposal must be submitted in writing for all CEF expenditures. That writing made be in the form of a fax, email or letter. The request must clearly outline the nature and reason for the expenditure. The request will include quotations or cost estimates from at least two suppliers or vendors when applicable.

Responsibilities

All requests will be submitted to the Business Manager and based on the level of expenditure will either approve or communicate the request to the appropriate level of authorization. Where requests fall into the Business Manager's level of authority, the Business Manager will report those expenditures to the CEF Committee as and when they occur. The Business Manager will execute these procedures in a timely manner and keep the requestor up-to-date with the status of their request. The requestor must provide all pertinent information in the initial request.

Authority

The following are the levels of authority for CEF expenditures for maintenance and repairs:

- Business Manager – up to \$5,000
- CEF Committee – up to \$40,000

NOTES

1. Effective July 1, 1998 as approved by the BoD February 20, 1998.
2. Effective February 1, 1994 as approved by the BoD February 14, 1994.
3. Effective February 1, 1994 as approved by the BoD February 14, 1994.
4. Effective February 1, 1994 as approved by the BoD February 14, 1994.
5. Previously approved on a trial basis in 1995 and now approved as a permanent policy by the BoD on February 18, 2000 to be effective February 1, 1999. Policy revised and approved by BoD January 19, 2015 and then revised further on March 23, 2015.
6. Adopted by the BoD February 18, 2000.
7. Adopted by the BoD, March 8, 2002, exhibit 12.1.2 Church Extension Fund.
8. Adopted by the BoD, March 5, 2005, exhibit 13.2
9. Adopted by the BoD May 10, 2006.
10. “or to address other financial needs identified by the Board of Directors which impact on the mission and ministry of the East District.” Adopted by 2006 convention resolution, Overture 06-2-9.
11. Arrears being defined as if any portion of interest or principal is outstanding (i.e. a full payment being both principal and interest) the loan would be considered in arrears.

Revised Policy and Procedures, adopted by the BoD, March 6, 2004

CEF Policy and Procedure - Appendix A

Investment Interest Rates

Pass-Book Savings Accounts	2.00% Per Annum
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Notes and Certificates

One year promissory note	3.00% Per Annum
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Three year promissory note	3.50% Per Annum
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Five year promissory note	4.00% Per Annum
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Loan Interest Rate

Rate	5.50% Per Annum
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CEF Policy and Procedures - Appendix B

LUTHERAN CHURCH-CANADA, EAST DISTRICT CHURCH EXTENSION FUND

INVESTMENT POLICY STATEMENT

SEPTEMBER 2014

The Investment Policy Statement (the “**Investment Policy**” or the “**Policy**”) of the **LUTHERAN CHURCH-CANADA, EAST DISTRICT –CHURCH EXTENSION FUND** (the “**CEF**” or the “**Fund**”), as set forth herein has been recommended by the Department for Finance (the “**Department**” or the “**Dff**”) and was approved by the Board of Directors of Lutheran Church-Canada, East District (the “**Board**” or the “**BoD**”) on September 29, 2014.

OBJECTIVE OF THE INVESTMENT POLICY STATEMENT

The purpose of this Investment Policy is to:

- 1) establish procedures and parameters for making investment decisions,
- 2) identify reporting and review guidelines,
- 3) identify eligible investments and determine appropriate maximum exposure limitations, and
- 4) ensure due diligence is exercised to protect the investments of the CEF and to provide its investment manager with the guidelines to be followed in order to maximize gains and minimize the risk to our invested capital.

This Investment Policy clearly identifies the investment objectives of the CEF and explicitly places limitations on the maximum amount of the various forms of investment risk— primarily credit, market, liquidity, currency and interest rate risk —that are acceptable to the CEF in the pursuit of its stated objectives.

This Investment Policy is not intended to identify the "specific" asset mix of the CEF. Asset mix is often determined by the current characteristics of the securities marketplace and the relative attractiveness of the different investment instruments available in that marketplace at any particular period of time.

CEF investments will be made with the intention of providing a stable income base, without exposing the CEF to an inappropriate level of investment risk. All investments of the Fund should be made with a risk/return trade-off in mind. The most important technique used to reduce the level of risk, without reducing the rate of return earned on the portfolio, is diversification—spreading assets among a number of different types of instruments/securities and issuers whose market performance is less likely to be affected by the behaviour of another issuer’s securities/instruments.

Diversification reduces risk and has positive attributes to overall portfolio yield and liquidity. The investments of the Fund shall be diversified by type of investment, by issuer, by location, and by industry, where appropriate.

RESPONSIBILITIES AND ACCOUNTABILITIES

Although there are no specific restrictions on the assets in which the CEF can invest, the BoD believes it appropriate to utilize the “*Prudent Person Portfolio*” standard. (This standard has been incorporated in the Asset Mix section of this Policy.)

Although it is the responsibility of the DfF to review and approve the Investment Policy at least annually, upon the recommendation of the Investment Committee, the BoD must also approve and recommend the Investment Policy at least once a year to ensure it remains relevant in a constantly changing investment and economic environment.

All investment transactions made by the Fund, or by a designated external Investment Manager(s), must be in accordance with the approved Investment Policy. Limitations on the type, quality and quantity of investment instruments that can be transacted are clearly outlined under the sections ***ELIGIBLE INVESTMENTS*** and ***INVESTMENT PORTFOLIO ASSET MIX***.

PHILOSOPHY AND OBJECTIVES OF THE INVESTMENT PORTFOLIO

1. The investment portfolio should be actively managed using sound investment management techniques in order not to subject the CEF to undue risk of capital loss.
2. The investment portfolio must be a broadly diversified collection of high quality investment securities so that the CEF is not subject to large fluctuations in capital value and investment income.
3. The primary investment objective is to optimize the total risk-adjusted rate of return earned on capital employed while ensuring the adequate security of the CEF’s invested capital.
4. Investments shall take into consideration liquidity factors, such that potential cash flow requirements can be met in an orderly and timely manner.

From a tax perspective, the CEF is indifferent as to the type of income (interest, dividend or capital gains) received due to the tax-exempt nature of the CEF. Excess income not used to fund liability cash flow requirements would normally be reinvested in the Fund.

RETURN OBJECTIVES OF THE INVESTMENT PORTFOLIO

The primary objective of the portfolio is to provide a stable source of income for the CEF and a reasonable investment return of at least 2.00% in excess of the Canadian Consumer Price Index (CPI) on a five year moving average or over a complete market cycle.

Further, the CEF is expected to earn a “spread” of 2.0% over the rate of interest paid to CEF depositors. Cash flow matching of assets (investments) and liabilities (deposits) is monitored and assessed on a regular basis. The degree of mismatch between asset and liability cash flows provides a measure of the interest rate risk. There is opportunity to exercise market timing strategies in investment decisions. Guidelines set out to monitor the cash flow mismatch tolerance parameters acceptable to the BoD include: a comparison of the average term to maturity for the assets and liabilities of the Fund and a comparison of the yield earned on the assets to the rate of interest being paid on the liabilities of the Fund.

The BoD recognizes that the returns earned on the investment portfolio will vary from year to year, reflecting the various economic and market conditions existing at any particular point in time. Nevertheless, due diligence is necessary in order to achieve the long-term investment objectives and to protect the interest and well-being of the Fund.

ELIGIBLE INVESTMENTS

Generally speaking, the investments of the Fund are restricted to Canada, except when an investment is part of a mutual or "pooled" fund, which is primarily Canadian.

Bonds

The Fund may invest in federal or federal guaranteed, provincial or provincial guaranteed, municipal, and corporate bonds, debentures, preferred securities, and/or asset-backed securities and/or other debt securities with a fixed interest coupon rate, subject to the limitations as described under ***PORTFOLIO ASSET MIX***.

All bonds must be in Canadian dollar denominated securities.

Federal and Federal Guaranteed bonds and debentures are those debt instruments where the payment of interest and the return of capital are guaranteed by the federal government of the United States or of Canada or an agency of the federal government of Canada.

Provincial and Provincial Guaranteed bonds and debentures are those debt instruments where the payment of interest and the return of capital are guaranteed by a provincial government or an agency of the provincial government of one of the provinces or territories of Canada.

Municipal bonds and debentures are those debt instruments where the payment of interest and the return of capital are guaranteed by a municipal government. The minimum credit rating on any municipal purchase is “A”.

Corporate bonds, debentures, notes, asset-backed securities and/or other debt securities with a fixed interest rate coupon where the payment of interest and the return of capital are guaranteed by a corporation, Canadian or non-Canadian, either through their general creditworthiness or through specific assets pledged to back the bond, debenture, note, or asset-backed security. The minimum credit rating on any new corporate purchases is “BBB”.

Short-Term Investments

The Fund may invest in short-term federal or federal guaranteed, provincial or provincial guaranteed, corporation, and mutual and/or pooled funds subject to the limitations as described under ***PORTFOLIO ASSET MIX***.

Short-term investments are considered to be a “low risk” asset class held for liquidity requirements. They may also be used for specific liability payments, as required. Normally, short-term investments are defined as any investment with an original term to maturity of less than 365 days, usually in the form of any one of the following: treasury bills, commercial paper, bankers’ acceptances, and/or a high interest rate bank account.

All fixed income securities with a remaining term to maturity of less than one year are to be considered “short-term” investments. On occasion, fixed income securities such as bonds and debentures may be considered short-term even though the term to maturity may be longer than 365 days. (This may occur if the principal reason for purchase of such a security is deemed by the Investment Manager to be of a short-term duration.)

All short-term investments are to be held in Canadian dollars. Accrued interest on fixed income securities will be considered as a short-term investment.

Equities

The Fund may invest in preferred and common shares of Canadian companies listed on a recognized Canadian or U.S. stock exchange subject to the limitations as described under ***PORTFOLIO ASSET MIX***. (Investments may also be made in various mutual and/or pooled funds with prior approval of the DFF.)

Loans, Mortgages, Advance Sites, Churches & Parsonages and Lines of Credit

The CEF may invest in loans, mortgages, church and parsonage buildings and land associated with these buildings and lines of credit which may be required by municipalities during construction phases on churches, Lutheran schools and other entities of Lutheran Church-Canada, East District, subject to the limitations as described under Asset Mix Policy of the Fund and the limitations as fully described in Appendix A.

Derivatives

The Fund will **not** invest in derivatives without the prior written approval of the BoD. (Derivatives are defined as investment transactions where the potential dollar value at risk exceeds the total dollar value of the initial investment.)

OVERALL FIXED INCOME PORTFOLIO DIRECTIONS AND RESTRICTIONS

The Investment Manager is expected to adopt the “prudent person” approach to the CEF investment portfolio in order for the Fund to meet its liabilities and expense obligations.

No investments shall be made in corporations that are directly engaged in the production and distribution of products or services that would bring disrepute to the pursuit of the primary purpose of the organization. Such unacceptable investments would include, but are not limited to, investments in corporations which produce or distribute products or services such as tobacco products, mind altering substances without prescriptions, gambling, immoral exploitation of the human body, and exploitation of the underprivileged or disabled.

To minimize credit and liquidity risk, a minimum of 80% of the fixed income assets of the CEF should be invested in “A” or higher rated securities by either the Dominion Bond Rating Service (DBRS) or an equivalent recognized independent rating agency. (Where no independent credit rating is available, the investment manager will assign a credit rating of no higher than "BBB".)

The purchase of one security or fund from a single issuer, in excess of 10% of the market value of the total invested portfolio should be avoided. In addition, in no case, can all securities or funds from a single issuer or related group of issuers exceed 15% of the market value of the portfolio. The investment manager should strive, at all times, to diversify the investment portfolio by issuer, geographic region and type of industry, where applicable. (These restrictions will not apply to Federal or Federal Guaranteed securities, Provincial or Provincial Guaranteed securities, which will be reported independently to the LCC Investment Committee.)

Variations in the minimums and maximums, as noted above, amounting to +/- 5% of the bond investments are permitted but must be reported to the BoD, or its designate, at its next meeting with the investment manager.

The Investment Manager cannot purchase any fixed income security rated below “BBB”, unless such a purchase has received the expressed consent of the BoD, or its designate. If any fixed income investment should drop below BBB, the investment manager shall inform the BoD, or its designate, or immediately dispose of the asset.

No investment can be made in securities where the principal or interest payments are in default. However, investments, which are in default, can be retained but must be reported to the DfF.

Private placements are not allowed unless such a placement has been rated by a recognized bond-rating agency. If such a rating is available, the private placement will be treated in the same way as a regular bond or debenture.

Securities of companies where there is a *known* substantial financial interest by related parties are not permitted under this Policy, unless the BoD, or its designate, has specifically approved the placement in writing. Related parties include, but are not limited to:

- any organization where a member of the BoD or the DfF holds a substantial interest,
- the Investment Management company itself,
- any organization where the Investment Management company has a substantial interest, or
- any organizations where the investment manager or the principals of the Investment Management company have a substantial financial interest.

In the case of short-term securities, the following types of short-term investments are permitted to a maximum of \$ 250,000 per issuer:

- (a) bankers acceptances or certificates of deposit from a Schedule A bank, if ratings are as described in (b) below or if the issuer is one with which the Association has a regular banking arrangement;
- (b) commercial paper not exceeding six months to maturity issued by issuers with a minimum rating of R-1 by DBRS, or an equivalent rating source.

Short-term investments in treasury bills or instruments guaranteed by the federal and provincial governments are permitted without a maximum size limit. Any exceptions to these limits must receive prior written approval from the DfF and must be reported to the BoD or it's designate at its next meeting.

INVESTMENT MANAGER AND CUSTODIAN RESPONSIBILITIES

The investment manager shall submit to a designated individual at the Lutheran Church-Canada, East District, immediate notification of all security purchases and sales.

A monthly report is to be prepared and submitted by the CEF's custodian, by mail or via electronic medium, showing all transactions that occurred that month and the current market value and par value of all securities held as of the last business day of that month.

The investment manager will be responsible to reconcile his investment reports to those maintained by the custodian, on a monthly basis.

The investment manager will submit a "Quarterly Investment Review" to the DfF each fiscal quarter, on the investment portfolio. Such a report will indicate:

- the face value, book value and market value of the investment portfolio, indicating percentage of the portfolio in bonds, stocks and short-term investment and illustrate how these holdings comply with the limits as established and approved in the Investment Policy Statement.

- the market yield, term to maturity and Macaulay duration of each security held in the fixed income portion of the portfolio.
- the percentages of fixed income assets by type and maturity/duration and how these results comply with the limits as established and approved in the Investment Policy Statement.
- a summary of the quality of the fixed income assets and how these results comply with the limits as established and approved in the Investment Policy Statement.

Further, the investment manager agrees to be available to meet with the BoD or its designate, at least quarterly, provided sufficient advance notice is given to the investment manager.

Investment Policy - Appendix A

Investment Portfolio Asset Mix Limitations of the Church Extension Fund, percentages are usually quoted in **market value**, except where otherwise noted.

OVERALL PORTFOLIO COMPOSITION

<i>Type</i>	<i>Minimum</i>	<i>Target</i>	<i>Maximum</i>
Fixed Income (Bonds)	30%	50%	70%
Short-Term Investments	the lesser of 4% or \$250,000	10%	20%
Equity Investments	10%	40%	70%
Loans/Mortgages to LCC-ED Members			5% of Total CEF Assets

The following table shall be the guideline for the distribution of issuers of the debt securities portion of the CEF portfolio:

<i>Types of Bonds and Debentures</i>	<i>Minimum</i>	<i>Target</i>	<i>Maximum</i>
Federal and Federal Guaranteed	0%	10%	20%
Provincial and Provincial Guaranteed	0%	10%	20%
<u>OR</u> A combination of Federal and Provincial Bonds	0%	20%	40%
Municipal	0%	10%	20%
Corporate: Utilities and Financial Institutions	20%	35%	55%
Corporate: Other	10%	35%	45%

Bond Portfolio Term to Maturity

The DfF, or its designate, and the Investment Manager shall review the appropriateness of the fixed income minimum/target/maximum limits on a regular basis to minimize the CEF's interest rate risk and to ensure conditions have not changed regarding cash flow needs from each sub-account.

Bonds and debentures purchased with maturity dates of less than one year will not be regarded as Short-Term Investments.

<i>Types of Bonds and Debentures</i>	<i>Minimum</i>	<i>Target</i>	<i>Maximum</i>
1 – 2.9 Years	30%	50%	60%
3 –4.9 Years	30%	40%	65%
5 – 9.9 Years	0%	5%	10%
Over 10 Years	0%	5%	10%

Credit Rating Limitations

<i>Credit Rating Limits*</i>	<i>Minimum</i>	<i>Target</i>	<i>Maximum</i>
AAA	5%	10%	15%
AA	15%	30%	45%
A	35%	50%	65%
BBB	0%	10%	20%

* As rated by either the Dominion Bond Rating Service (DBRS) or Standard & Poor's (S&P).

Policy Section: D - Department for Finance

Policy Title: D 14 – Restricted Funds

Date of Approval:

14. RESTRICTED FUNDS

14.1 Purpose:

To ensure there is an accurate accounting of all funds set up for specific purposes, so they can be distinguished from general funds and spent only according to established policies for the particular fund in question.

14.2 Policy:

Each restricted fund shall include the following information: the date of establishment, the source of money for the fund, the purpose of the fund and the basis on which expenditures can be made from the fund, including who must give approval for expenditures from the fund.

14.3 Procedure:

14.3.1 The Business manager will maintain an accurate accounting of all Restricted Funds held by the District and present annually the Restricted Fund allocation and balances to the Department for Finance.

14.3.2 The Department for Finance shall, at its November meeting each year, review the purpose for each fund, and as appropriate, make recommendations regarding combining funds, terminating funds, or changing the conditions on which the funds can be used. All such changes shall be reported to the Board of Directors for approval.

14.3.3 All requests for the establishments of new restricted funds shall be reviewed by the Department for Finance and recommendations made to the Board of Directors for their approval, modification or rejection

14.3.4 *D 14 (Appendix 1)* is a list of the restricted funds as of June 2012.

D 14 (Appendix 1)

Restricted Funds (140929)

New Mission Location Assistance Fund – DFO (2-2501)

The fund was originally received as un-designated from the Estate of Max Bogusat on September 20, 1985. The Board of directors released these funds to the Department for Outreach who designated the funds for a portable unit. This fund was subsequently re-named as the “New Mission Location Assistance Fund”.

Mission Opportunity Grant – DFO (2-2502)

Provided by LWML for use with our French-Speaking missionaries, received Jan/05.

President’s Discretionary Fund - President (2-2505)

President at his discretion may approve payments from this fund.

On March 23, 2015 the BoD approved the following policy regarding this fund:

- The annual spending limit on the President's Discretionary Fund to be increased from \$2,500.00 to \$10,000.00
- The funding continue to come from the CEF
- The spending limit to be reviewed every three years during the budget discussions in a convention year

French Ministry Fund – DFO (2-2508)

Donation from Christ Risen Kanata for use in the French Ministry.

Welfare Fund - DFF (2-2510)

Established by the Board of Directors on January 4, 2001 to assist Pastors encountering large medical expenses not covered by any insurance plan.

Moving Fund - DFF (2-2515)

Congregational membership in the fund is voluntary, but in order to be fair to all, a congregation is invited to join the fund at the time it is chartered. If it chooses to join at a later date, it will be required to pay its share retroactively to either its charter date, or to 1978 when the fund began, whichever is a shorter term.

The congregation must remain in good standing by meeting their obligation to the fund. Assessment is made per communicant membership. Annually, the amount to be paid to the fund is determined by the demand made on the Fund, up to \$30,000. Failure to meet this assessment in any given year will be regarded as a forfeiture of membership and eliminates the congregation from the benefits.

Please see the “Guidelines for Moving Household and Personal Effects”.

French Translators - DFO (2-2525)

Funds established in 1985 through a gift from St. Paul’s, Elmira in the amount of \$10,000 designated for translation of French materials.

Estate of Irvin Huras Endowment Fund – DPS (2-2526)

Interest on principle only to be forwarded to Christ Our King Lutheran School at the school's request.

Lutheran Women's Missionary League - VBS - DFO (2-2530)

To be distributed at the discretion of the Department for Outreach for mission congregations hosting a VBS project.

LWML – GTA Intercultural Ministry - DFO (2-2531)

To be directed by the Department for Outreach.

Mission Salaries Default Fund - DFO (2-2535)

Funds donated and designated for the support of Mission Pastor's salaries so that none should be defaulted for lack of funding.

Intercultural Conference – DFO (2-2536)

Established in 2008 with all three Districts participating. Initial seed funding from each District (\$3,000) to cover travel expenses of our missionaries.

Estate of W.C. Cusler Equipment Fund - DFO (2-2540)

Funds to be used by mission congregations to acquire equipment at the discretion of the Department for Outreach.

Estate of W.C. Cusler Student Aid - DPS (2-2545)

Funds are designated for student aid. \$62,909 in capital donated which is not to be disbursed; interest only is to be used for student aid. The Board's decision in prior years is to only draw from this fund if the annual budget is less than the actual expenses. (i.e. draw amount equals the deficiency).

Toronto Urban Missions - DFO (2-2550)

Funding received in 1994 from Lutheran Church Missouri Synod as a grant from the Forward in Remembrance offerings allocated for an Urban Mission Project.

Department of Missions - MAL moving Fund - DFO (2-2560)

MAL means "Missionary at Large". The amount is to be built up and not exceed \$ 10,000. This was approved by the Board of Directors on February 14, 1994.

Capital Replacement Fund – DFF (2-2561)

On recommendation of the DfF and approved by the BoD Oct 22/04, a "Capital Replacement Fund" be established at a rate of \$13,000 per year to a maximum of \$130,000. The purpose of the fund would be to accrue a yearly expense of \$13,000 for future major expenditures.

Transitions Reserve Fund – (President, AA-OPS, Bus Mgr) (2-2562) Approved by East District Board of Directors, September 27, 2010 (See also B 10)

1. *Definition:* A congregation in transition is defined as one financially unable to continue its ministry as in the past due to some combination of location in an area of low population density, declining membership, attendance and offerings, and lack of prospect for improvement in these factors. Financial Assistance under this programme is available in three stages, in accordance with the prerequisites indicated herein. A total of \$30,000 in assistance may be extended. This assistance will be in the form of an interest free loan. During the term of the loan, the congregation shall provide annual written progress reports to the District President.

2. *Consultation:* To assist congregations in these circumstances, the District will provide consultation. This consultation will include the Circuit Counsellor, Mission Executive, Business Manager and District President, and will be coordinated by the District President."

3. *Communication and Coordination:* To further assist congregations in these circumstances, an application for financial assistance under this programme will be reported to the Circuit Counsellors. The Counsellor from the circuit of the affected congregation shall request support for the troubled congregation from other circuit congregations. Such support shall be coordinated through the Circuit Counsellor in consultation with the District Office.

4. *Financial Assistance:*
 - 4.1 Stage 1
 - 4.1.1 The officials identified in 2. above are authorized to provide emergency funding of up to \$5,000 without further approval from the Board of Directors.
 - 4.1.2 Prerequisites:
 - 4.1.2.1 Year-end financial reports for the previous year.
 - 4.1.2.2 Financial report year-to-date.
 - 4.1.2.3 A completed application (see form) signed by the Congregational Chair and Pastor upon resolution of the Church Council.
 - 4.1.2.4 In consultation with the Circuit Counsellor, the congregation in transition shall continue to work on a strategic plan for continuing ministry within their resources (for example, by forming a dual parish, or securing pastoral services that do not require full salary and benefits. They shall also provide support for their pastor while he waits for a suitable call.)

 - 4.2 Stage 2
 - 4.2.1 The Board of Directors may approve up to an additional \$10,000 of emergency funding.
 - 4.2.2 Prerequisites:
 - 4.2.2.1 Year-end financial reports for the previous year.
 - 4.2.2.2 Financial report year-to-date.
 - 4.2.2.3 A completed application (see form) signed by the Congregational Chair and Pastor upon resolution of the Church Council.

- 4.2.2.4 In consultation with the Circuit Counsellor, the congregation in transition shall continue to work on a strategic plan for continuing ministry within their resources (for example, by forming a dual parish, or securing pastoral services that do not require full salary and benefits. They shall also provide support for their pastor while he waits for a suitable call.)
- 4.3 Stage 3
 - 4.3.1 The Board of Directors may approve up to an additional \$15,000 in transitional funding, to be coordinated with circuit support.
 - 4.3.2 Prerequisites:
 - 4.3.2.1 Year-end financial reports for the previous year.
 - 4.3.2.2 Financial report year-to-date.
 - 4.3.2.3 A completed application (see form) signed by the Congregational Chair and Pastor upon resolution of the Church Council.
 - 4.3.2.4 A completed strategic plan noted in 5.2.2.4., approved by resolution of the congregation in assembly.
 - 4.3.2.5 In consultation with the Circuit Counsellor, the congregation in transition shall continue to work on a strategic plan for continuing ministry within their resources (for example, by forming a dual parish, or securing pastoral services that do not require full salary and benefits. They shall also provide support for their pastor while he waits for a suitable call.)
- 4.4 The Board of Directors shall approve up to \$30,000 from the fund balance of the Church Extension Fund provided such funding is available, with funds drawn as required.
- 4.5 The Board of Directors shall explore other options for funding this programme.
- 4.6 The Board of Directors shall review the status of this programme annually, preferably when considering the District Mission and Ministry budget for that year.

5. *Reporting*

- 5.1 The District President shall report on all actions to the Board of Directors as well as the Chairs of the Department for Finance and Department for Outreach.

Sunday School Teacher's Workshop - DPS (2-2565)

Float use to fund the workshop

Parochial School Start-up Reserve - DPS (2-2570)

These funds were designated by the Board of Directors on October 2, 1998 to provide grants to congregations wishing to start a school when there may be only enough funds in the current year to assist one congregation. This fund is to be capped at \$ 16,000. The fund was basically established in the possibility that two congregations wanted to start a school in the same year.

Since, according to Bob, there is always \$ 8,000 in the current budget set aside to assist one congregation if it needed a school, this fund was established to allow for a second school in the same year.

125th Anniversary Thank Offering - BOD (2-2580)

Donations received from members for the \$1.25M fund-raising campaign (2003-2006) of the East District for their 125th Anniversary. The distribution of monies raised during the campaign will be:

- 80% to the Department for Outreach
- 20% to the Department for Parish Services

Organ Bursary (Worship Committee) - DPS (2-2590)

This amount allows the Worship Committee of LCCED to award bursaries to support the development of church organists. After committee approval, bursaries are given to applicants who are under the age of 30 and are members of an East District Congregation. They must also have a background in piano and interest in the organ.

D. Ochsner Bequest – DFO (2-2595)

Mr. Ochsner, a member of Bethel, bequeathed \$128,000 towards “East District Missions.”

Other Funds (with no specific documented notes):

- Audio Visual Library - DPS (2-2512)
- Ventures in Outreach - DFO, Evangelism Committee (2-2520)
- District Youth Conventions/Gatherings - DPS (2-2555)
- Pastors Wives Retreat - DFO (2-2575)
- District Convention Float BOD (2-2585)

Funds in CEF Investment accounts:

- Chinese, St. Matthews Lutheran Church (ELCIC) – DFO (30005-6018-04-01)
- St. Matthew, Stratford DFO (30005-6001-04-01)
- Our Saviour Lutheran Church, - DFO (30730-0001-04-01) (Montreal Blind Project)
- Pilgrim Lutheran Church, DFO, Sudanese transportation fund.
- Quasi-Endowment Fund – DFO – (40005-0022)
- Church Workers Legal Fund – BoD – (Savings Acct # 3816)
- Lutheran Church-Canada, East District – BoD (Notes & Savings, #'s; 66, 67, 68 & 69)

Policy Section:	D - Department for Finance
Policy Title:	D 15 –Use of East District Equipment and Facilities
Date of Approval:	

15. USE OF EAST DISTRICT EQUIPMENT AND FACILITIES

15.1 Purpose:

To establish a policy regarding the use of District equipment and facilities in order to protect same and ensure that all district facilities and equipment are maintained in a safe, working condition.

15.2 Policy:

The Business Manager shall maintain an accurate record of District equipment and facilities which may be used from time to time by member congregations, Rostered Church Workers, or individuals.

15.3 Procedure:

- 15.3.1 Facility and equipment bookings shall be scheduled in advance, with the Business Manager and/or other staff as assigned. Cancellation of room and/or equipment bookings must be communicated to Business Manager in a timely manner. A log/calendar will be maintained so that reservations can be logged and tracked.
- 15.3.2 In order to ensure program requirements, priority will be given to District needs.
- 15.3.3 Equipment shall be picked up and returned personally by a responsible person, who shall sign for its receipt and return.
- 15.3.4 Equipment shall be operated only by individuals trained in its use. (District staff may provide quick training and written instructions.)
- 15.3.5 If applicable, at the Business Manager’s discretion, the District may charge a rental fee.
- 15.3.6 Outside groups who request use of any LCC East District facility should be referred to the Business Manager. This will ensure proper supervision and insurance is obtained.

Section E: Department for Outreach

- E 1 - Purpose and Duties of the Department for Outreach
 - E 2 - Definitions
 - E 3 - Responsibilities of the Department for Outreach
 - E 4 - Department Organization
 - E 5 - Communication
 - E 6 - Financial Assistance
 - E 7 - Appendices
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FOREWARD

The following Policies and Procedures have been established by the Board of Directors for the Department for Outreach and its operation.

The Department shall annually review this policy manual and submit any recommended revisions, updates, etc. to the Board of Directors for their consideration and approval.

Policy Section:	E - Department for Outreach
Policy Title:	E 1 – Purpose and Duties of the Department for Outreach
Date of Approval:	March 23, 2015

1. PURPOSE AND DUTIES OF THE DEPARTMENT FOR OUTREACH

1.1 DUTIES AND FUNCTIONS (2014/REG/5.20):

This department shall:

- A. consult and cooperate with Circuit Counsellors and neighbouring congregations regarding outreach into a community;
- B. visit, guide and assist the work and workers in new missions and subsidized congregations;
- C. receive reports as necessary from those working under this department, e.g. missionaries, chaplains;
- D. require organized parishes desiring subsidy to submit annual subsidy requests in accordance with procedures of the District;
- E. be responsible for all aspects of campus ministry done by full or part-time campus pastors at all institutions of post-secondary education within the District;
- F. seek opportunities for ministry in special areas such as: assistance to non-English-speaking congregations, ministry in large urban areas, refugee assistance;
- G. cooperate with the Synod in the production and distribution of materials for evangelism, missions and social ministry;
- H. develop objectives, goals and specific strategies for developing and strengthening missions, for evangelism and for social ministry and provide leadership, training workshops and conferences for the same;

Furthermore, it shall have the following specific responsibilities:

- I. encourage and assist congregations in seeking out opportunities for social ministry in their congregations, communities and throughout the District;
- J. promote sanctity of life concerns, such as alternatives to abortion, euthanasia and abuse;
- K. serve as the District Emergency Relief Committee, which will recommend, initiate and act in emergency situations;
- L. appoint a representative to serve as a member of the Board of Directors of Lutherwood;
- M. work with the Committee for Mission and Social Ministry Services to promote, in our congregations, the work of Canadian Lutheran World Relief (2011/LCC/Stat. Article XIV 14.05; 2011/LCC/3.97a);
- N. to invite representatives of the Districts of the Lutheran Laymen's League of Canada and of the Lutheran Women's Missionary League-Canada to a joint meeting in order to discuss how and where their respective outreach ministries within the East District might be coordinated to complement or supplement each other;
- O. establish procedural guidelines for all committees serving under the department.

1.2 COMMITTEES OF THE DEPARTMENT (2014/REG/5.22)

Committees may assist the Department in implementing its plans to carry out its mandate. Although not limited to these, the department shall provide through its structure for the following:

- A. Mission Committee.
- B. Evangelism Committee.
- C. Social Ministry Committee.

1.3. GENERAL OPERATIONAL MATTERS

1.3.1 APPOINTMENT OF MEMBERS (2014/REG/5.02)

- A. To provide continuity within the Departments, one-third of each Department shall be nominated annually. At the Spring Circuit Forum and in a convention year before the District Convention, each Circuit Forum shall nominate at least one (1) pastor and at least one (1) lay person or rostered deacon for the District Department members of that Circuit whose terms expire that year. Each nominee shall be a member of a member congregation of the Circuit. The Chairman of each Circuit Forum shall have obtained the written consent of each nominee before forwarding the nominations to the Board of Directors, through the Secretary of the Corporation, along with a brief outline of each nominee's qualifications to serve on the designated department as well as confirmation in writing from their pastor that they are communicant members in good standing in their congregation.
- B. From the list of nominees submitted by the circuits, supplemented if necessary as outlined below, the department members shall be appointed by the Board of Directors. If any circuit fails to nominate at least one (1) pastor and one (1) lay person or rostered deacon, the Board of Directors shall nominate persons from that circuit to complete the list of nominees.
- C. Department terms are for three (3) years. Terms begin on July 1st and end on June 30th.
- D. The voting members of each department shall consist of a Director and one representative from each circuit. At least two (2) of the voting members shall be clergy and at least 50% of the voting members shall be lay persons, of which one (1) may be a rostered deacon. (2014/REG/6.00) Any Department member who changes circuits during the term of office will complete the appointed term.
- E. Each department may be enlarged by the Board of Directors, while respecting the provisions of Regulation 6.00.
- F. Resource members may include an executive and a second member of the Board of Directors. Resource members shall not be voting members of a department.
- G. No person shall serve on any department to which they are directly accountable, but may serve on one of its committees if it can be shown that there is no real or perceived conflict of interest.
- H. Whenever a member of a department, committee or commission shall cease to be a communicant member of a member congregation, that person shall automatically cease to be a member of a department, committee or commission as the case may be, and that office shall be filled by the appointing authority.

1.3.2 GENERAL ORGANIZATION AND FUNCTIONS (2014/REG/5.04)

- A. 1) Each department shall annually elect its own chairman and secretary at their fall meeting. Their term shall run fall to fall. In the event there is no current chairman, the appointed Director shall be responsible for calling a meeting of the department.
 - 2) The agenda of each meeting shall be determined by the department chairman in consultation with the executive staff and the Board of Directors liaison and others as needed. The chairman shall be responsible for the department to the Board of Directors.
 - 3) The member of the Board of Directors appointed to each department shall serve as liaison with the Board of Directors, but shall not serve as its chairman.
 - 4) A majority of the voting members of each department shall constitute a quorum.
- B. Each department shall meet as often as necessary, but at least twice a year.
- C. Each department shall prepare, for the approval of the Board of Directors, an annual program of specific projects to be undertaken by the department and its committees, including proposed expenditures and revenues, a timetable for the execution of these projects and estimates of the time and other resources to be provided by District staff in support of these projects.
- D. Each department shall report on its activities to the congregations of the District through the East District News, District newsletters, circuit meetings or other appropriate means.
- E. Each department and its committees shall inform themselves about any LCC boards, committees or commissions working in similar areas and shall cooperate

with them to achieve common goals.

- F. Each department, according to procedures authorized by the Board of Directors, may recommend to the Board the engagement of missionaries, chaplains or other full or part-time professional staff to carry out specific programs of the departments, under terms and conditions approved by the Board of Directors (2014/REG/4.04H).

1.3.3 GENERAL RULES REGARDING COMMITTEES (2014/REG/5.06)

- A. Each department shall organize itself into standing committees, special committees or committees of the whole to carry out its functions, keeping in mind the possibility of working cooperatively with other Departments.
- B. Insofar as it is compatible with the size and mandate of the committee, the members of each committee shall be selected so as to represent the different geographical areas of the District as well as reflect a cross-section of the congregations and their members. In making appointments to its committees, each department shall consider the persons previously nominated by the Circuit Forums, as well as any suggestions received from congregations or others. Regulation 6.00 shall be respected when making appointments to committees.
- C. The mandate and membership of each committee shall be submitted by the department to the Board of Directors for approval.
- D. With the exception of a committee of one, each committee shall select its own chairman and a secretary who shall keep minutes of all its meetings. Each committee shall report regularly to its department on its activities and expenditures.

Policy Section:	E - Department for Outreach
Policy Title:	E 2 – Definitions
Date of Approval:	March 23, 2015

2. DEFINITIONS

- 2.1 *Non-Chartered Congregation*: people gathered around the Word and Sacraments which has not been received into membership by the Synod/District.
- A. *Exploratory Mission*: new work recognized by the Board of Directors which is begun by a congregation, congregations, circuit or District on an exploratory basis.
- B. *Established Mission*: people gathered around the Word and Sacraments, recognized by the Board of Directors, and under the care of a called pastor.
- 2.2 *Chartered Congregation*: people gathered around the Word and Sacraments which has been formally organized under an approved constitution and has been received into membership by the Synod/District.
- 2.3 *Related Organization*: organizations and institutions recognized by Lutheran Church-Canada or the East District which seek to extend or compliment the mission and ministry of the church.
- 2.4 *Missionary at Large*: rostered pastors, deacons, vicars or laypersons called or contracted by the District Board of Directors on behalf of the congregations of the East District to work in a specific mission field.
- 2.5 *Circuit Rider*: a rostered pastor called by the congregations of the East District through the Board of Directors to serve a number of established missions, congregations, etc. scattered throughout a specific geographical area.

Policy Section:	E - Department for Outreach
Policy Title:	E 3 – Responsibilities of the Department for Outreach
Date of Approval:	March 23, 2015

3. RESPONSIBILITIES OF THE DEPARTMENT FOR OUTREACH

- 3.1 While the Department for Outreach will need to deal with financial matters, their main focus shall be on encouraging and assisting congregations and church workers in mission and ministry in their location.
 - 3.2 The Department shall avoid any real or perceived ‘Lording it over’ the ministries requesting and receiving subsidy.
 - 3.3 The Department will utilize all available resources in developing new missions and ministries as well as sustaining existing missions and ministries
 - 3.4 The criteria used by the Department for Outreach in making decisions about the allocation of funds under its stewardship shall be considered in the light of Holy Scripture, Christian love and sanctified reason.
 - 3.5 The Department for Outreach shall cooperate actively with District Mission Executives and LCC Seminaries to identify potential workers who display aptitude for mission development and provide opportunities for such students to develop these skills in the field.
 - 3.6 The Department shall seek opportunities to advocate mission development in the church-at-large, such as: presentations and teaching opportunities in the Seminaries, a periodic Missionary Conference for all workers in subsidized Missions/Congregations and provide training and equipping for those qualified for or already working in mission development.
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Policy Section:	E - Department for Outreach
Policy Title:	E 4 – Department Organization
Date of Approval:	March 23, 2015

4. DEPARTMENT ORGANIZATION

4.1 Meetings

- The Department shall meet at least twice a year but ordinarily the Department meets four times per year. September, November, February, and May.
- Special meetings may be called by the Chair or Board Liaison or four voting members of the Department.
- Information shall be received about all subsidized ministries and potential opportunities at each meeting.

4.2 Planning

The Department shall regularly set aside time to address overall mission issues, review policies and procedures, and consider both short and long-term planning on the basis of the Mission and Ministry Plans of the Synod, District and Board of Directors.

- February: Three and five year strategic planning reviewed
- September: One to three year narrative Strategic Plan finalized

4.3 Finances

- February: DFO makes final adjustment to the proposed budget for the DFO section. The BoD will set the final budget for the current fiscal year in March.
- May: Ordinarily the Department visits subsidized ministries and review and set a 3-5 year strategic plan for areas under the DFO's care. DFO works with District Staff to develop proposed Work Programme.
- September: Orientation to the Department and review the current DFO portion of the District budget. Determines membership of standing committees. They shall also review the 3-5 year plans.
- November: By November 1st the Mission Committee receives all requests for assistance together with all supporting documents and makes recommendation to the Department for subsidy.

4.4 Subsidized Ministry Contact Persons

- Each department circuit representative shall serve as a contact person with one or more subsidized ministries.
- They shall be a communication link between the Department and the ministries.
- They will receive the quarterly "Department for Outreach Report" and share it with the Department.
- They will communicate pertinent information from the Department to the ministries.

4.5 Standing Committees

- Term: Those appointed shall serve for a term of two years. The member's terms shall be staggered to ensure continuity.
 - Meeting Times: Standing Committees shall meet separately during the time the Department meets and at any other times which are deemed necessary.
 - Mission Committee -shall have the responsibility to:
 1. Receive and review Financial Assistance Request forms and make recommendations to the Department for Outreach as to the level of financial assistance.
 2. Review the financial reports of subsidized ministries and Congregations.
 - Evangelism Committee - shall have the responsibility to:
 1. Communicate, consult and collaborate with congregations, church workers, Circuit Counselors and Circuits regarding evangelism opportunities, resources and strategies.
 2. Cooperate with Synod to gather, produce and distribute resources for evangelism and assimilation in special areas such as intercultural ministry, urban outreach, and those with physical challenges (such as sight, hearing, developmental).
 3. Provide leadership training and workshops (such as EvangelFest).
 - Social Ministry Committee - shall have the responsibility to advocate for social ministry issues in the East District by:
 1. Developing objectives/goals and specific strategies regarding social ministry
 2. Providing training, workshops and conferences regarding social issues.
 3. Cooperating with the Synodical Missions and Social Ministry Committee in the production and distribution of material.
 4. Making congregations aware of needs and opportunities for social ministry.
 5. Facilitating the exchange of strategies in addressing social ministry needs and issues.
 6. Work with *Related Organizations*, seeking to promote their work.
 - Campus Ministry Committee - shall have the responsibility to:
 1. Provide means for contact between post-secondary students, pastors, congregations and student associations in post-secondary institutions so that these students can remain active in Word and Sacrament and reach out with the Gospel to their fellow students.
 2. Develop a list of contact "campus pastors" for each of university/college campus in the East District and provide these pastors with ideas as to how to minister to these students.
 3. Provide resources and/or ideas as to how pastors and congregations can better minister to their members who are attending colleges and universities out of town.
 - Policy Review Committee - shall have the responsibility to:
 1. Assist the Department to review the Policy and Procedure Manual and make recommendations to the Board of Directors.
 - Special Committees:

The Department may from time to time establish Special Committees.
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Policy Section:	E - Department for Outreach
Policy Title:	E 5 – Communication
Date of Approval:	March 23, 2015

5. COMMUNICATION

- 5.1 Communication is important to maintain and continually improve the partnership in the Gospel that exists among the congregations and missions of District. (see Section B3 Transparency Guidelines)
 - 5.1.1 Activities and policies of the Department shall be communicated to the congregations of the District on a regular basis.
 - 5.1.2 Communications from the Department are to be directed to the pastor, missionary and elected officers (chairman, treasurer, etc.).
 - 5.1.3 All decisions of the Department which affect a subsidized Ministry or Congregation are to be communicated through the Department Chairman.
 - 5.1.4 Ordinarily, communications from a subsidized Ministry or Congregation to the Department are to be directed through their Subsidized Ministry Representative and the Mission Executive.
 - 5.2 Delegations to the Department or its Committees
 - 5.2.1 The Department is open to receive delegations from ministries, congregations, and other related organizations.
 - 5.2.2 The Department may also request a subsidized ministry/congregation to join us at a meeting. When the Department makes such a request, it will communicate the purpose and the desired make-up of the delegation. Travel expenses for such a request will be reimbursed per District guidelines.
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Policy Section:	E - Department for Outreach
Policy Title:	E 6 – Financial Assistance
Date of Approval:	March 23, 2015

6. FINANCIAL ASSISTANCE

6.1 POLICY

In recognition of the Lord's blessings to His church, the congregations of the East District provide funding assistance to congregations and ministries for Word and Sacraments ministry and for the maintenance and support of Gospel outreach. Financial assistance will vary depending on local circumstances, availability of funds and the like.

6.2 TYPES OF FINANCIAL ASSISTANCE

The following types of financial assistance are available to all congregations/related organizations of the East District and/or Circuits in order to initiate or conduct mission work:

6.2.1 One Time Lump-Sum Grant

Available to assist Congregations in initiating or enhancing their mission work.

6.2.2 Short-term Grants (not more than two years)

Available to Congregations and/or Circuits who are initiating Congregation/Circuit outreach endeavours (e.g., day-care for children; elder-care centres for the elderly; English as a Second Language course; etc.)

6.2.3 Longer-term Grants (up to ten years)

Available to new Congregations started by a Mother Church or a Circuit. Normally, these grants will be decreased annually by 10%, but circumstances may dictate otherwise.

6.2.4 3 year Assistance (renewable) [Please note that this replaces the former Annual requests.]

Available to Missions/Congregations/Related Organizations that may require ongoing financial assistance.

6.2.5 Congregations in Transition

A Board of Directors programme available to congregations no longer able financially to carry on its ministry. This is handled through the District President.

6.2.6 Debt Reduction Assistance

Granted annually by the DfO to an individual congregation to assist in writing down mortgages or loans. The amount allocated in the budget is currently \$20,000. See 6.2.6 (Appendix 1) for the policy.

6.2.6 (Appendix 1) - Debt Reduction Assistance

Policy For Debt Reduction Assistance

Looking at the New Testament example of caring for the brothers and sisters in need, the intent is to use these budgeted funds to care for Assisted Congregations. We recognize that, for many Assisted Congregations, mortgage payments or loans for building repairs often make balancing a budget very difficult. Many of these congregations then apply for more assistance to cover expenses.

These budgeted funds will be dispersed, at the recommendation of the DfO, with BoD approval. The intent is to choose a congregation that has such a loan or mortgage, and pay off a lump sum. Rather than spread around small payments to many different congregations, one congregation per year will be chosen. However, depending on the size of the loan and the available funds, it may be that more than one congregation receives this benefit in a given year.

The DfO will consider factors such as: size of the loan and payments in relation to overall congregation budget, and also the impact such a monthly savings would have for the saints in that location. Other assistance the congregation receives will not necessarily be a deciding factor. These funds are over and above other assistance.

These funds may also be applied to the outstanding-value balance of CEF-owned churches and parsonages. The result would be that a congregation may be able to purchase their building sooner, since the remaining amount payable to the District would be reduced. However, loan and mortgage repayments will take precedence over this value balance reduction.

From these funds the DfO may also choose one congregation and pay their rent or mortgage/loan payments for a year. However, this is not the primary intent of these funds. The primary intent is a lump-sum debt reduction.

Congregations will not need to apply for this grant nor fill out long forms. The DfO will keep an updated list of mortgages and loans that our Assisted Congregations have, as well as the purchase valuation of properties they use which are CEF-owned. From that list, the determination will be made.

As with all such measures that award funds to a recipient, the possibility of abuse or favouritism can be a risk. Working together, the DfO and BoD will make every effort to avoid the appearance of impropriety.

Approved by the Board of Directors - January 2015

6.3 CRITERIA FOR GRANTING

6.3.1

Financial assistance will be directed to Ministries/Congregations/Related Organizations who seek to proclaim the Triune God, that believers may grow in their faith and

unbelievers be brought into the body of Christ, with particular concern about reaching the lost and straying.

6.3.2

Priority will be given to those opportunities that are located in areas that have been designated as areas of priority by first: a convention, second: the Board of Directors, third: the Department or where God has “opened the door” to unforeseen mission opportunities.

6.4 OTHER CONSIDERATIONS

6.4.1

Ordinarily when the District calls or places MALs or Circuit Riders all their expenses are paid by the District. However, as the Ministry grows toward self-support, the offerings received there will assist in covering the expenses.

6.4.2

The Department will not alter the level of assistance without prior consultation with the leadership of the Mission/Congregation/Related Organizations through a representative of the Department.

6.4.3

If the Department determines, after consultation between the Mission Executive and the assisted entity, that financial assistance is to be discontinued, the Department shall notify such intent to the Board of Directors. Upon approval of the Board, the Ministry/Congregation/Related Organization shall be notified and shall receive funding for up to one year from the date of notification.

6.4.3.1

When considering reduction or discontinuance of funding, the Department shall take into consideration the following principles:

{ This section is currently under review and will be added as soon as it is completed and approved by the BoD. }

Policy Section:	E - Department for Outreach
Policy Title:	E 7 –Appendices
Date of Approval:	March 23, 2015

7. APPENDICES

7.1 MISSION EXECUTIVE POSITION DESCRIPTION

MISSION EXECUTIVE

LUTHERAN CHURCH–CANADA, EAST DISTRICT

Position Title: Mission Executive for Lutheran Church–Canada, East District

Call For Nominations: The Board of Directors invites nominations for the position of Mission Executive.

Solemn Appointment: The Mission Executive shall be appointed by the Board of Directors upon the recommendation of the District President in consultation with the Department for Outreach. He shall be responsible to the District President and the Board of Directors.

Position Description:

The Mission Executive, in conjunction with the DFO, shall assume the following duties:

1. Provide support and encouragement for the current mission program

1. Support and encourage District assisted congregations.
2. Support, encourage and supervise all established missionaries and mission fields, responding to needs and identifying new opportunities.
3. Work in cooperation with the Seminaries for the theological formation of potential missionaries.
4. Plan and implement continuing education for missionaries.
5. Plan and implement volunteer missionary program.
6. Assist congregations in being outreach-oriented.

2. Explore new mission opportunities and strategies

1. Assist the Department for Outreach to identify opportunities to bring the Gospel of Christ to non-believers.
2. Explore the viability of the field for new mission starts.
3. Evaluate and recommend the calling of missionaries to the field.
4. Consult with the circuit counsellors regarding points 1-3 above.

3. Communicate the mission work of Lutheran Church-Canada, East District

1. Develop materials, presentations and articles for the education of the church regarding its mission work.
 2. Keep the church informed by providing regular field updates.
-

4. Develop funding strategies for the support of missions and social ministry.

1. Prepare the budget in co-operation with the Department for Outreach
2. Prepare project proposals for internal and external funding sources.
3. Prepare project reports for all agencies.
4. Solicit and manage funds from mission programs supported by partner church organizations.

5. Other Duties

1. Consult with mission executives from the other districts and synod.
2. Serve as a staff resource for the Department for Outreach and attend their meetings.
3. Prepare and present reports to the Department for Outreach, Board of Directors, and conventions.
4. Act as the LCC East District liaison with Auxiliaries and Listed Service Organizations, receive reports from them and consult with them regarding projects, goals, and relationships.
5. Perform other duties that may be assigned from time to time by the District President or the Board of Directors.

Qualifications:

1. An ordained clergyman who is on the roster of Lutheran Church-Canada or who will join the roster of Lutheran Church-Canada upon his acceptance and installation.
2. Fully committed to the doctrinal position of Lutheran Church-Canada and to its missionary purpose.
3. Has the ability and gifts to encourage, empathize and inspire pastors, missionaries and congregations.
4. Able to communicate effectively concerning the great need and opportunities for sharing the Gospel with the whole world.
5. Familiar with other societies and world views, so that he will be sensitive to cultural differences and be able to work with people in a supportive manner.
6. Committed to working harmoniously and cooperatively with other staff members and with support staff.
7. Able to work in a healthy board-staff relationship, recognizing the role of the Board of Directors and the Department for Outreach in establishing policy and the responsibility of staff implementation.
8. Able to undertake extensive travel within the provinces served by the East District.
9. Of sufficient health, vigor and alertness to bear up under long hours, irregular schedules. Able to work "on the road."
10. Experience in missions, cross-cultural ministry, social ministry, administration, team ministry and computer application knowledge would be definite assets.

Last revised July 2014 by the Board of Directors

7.2 FINANCIAL ASSISTANCE REQUEST FORM 3 YEAR

Financial Assistance Request

of

_____ at _____
Congregation/Mission *City/Town*

to

the congregations of Lutheran Church-Canada, East District
through the Department for Outreach.

“In order that this treasure – which Christ has acquired and won for us by his sufferings, death, and resurrection – might be put to use and enjoyed, God has caused the Word to be published and proclaimed, in which he has given the Holy Spirit to offer and apply to us this treasure of salvation” (Large Catechism, Second Part: 38). And in order that “the kingdom of God may come to those who are not yet in it” (Large Catechism, Third Part: 53) through the proclamation of the Gospel and the administration of the Sacraments, we request financial assistance of

_____ over the next three years as follows: Year one: _____; Year Two _____; Year Three _____

for help in the maintenance and support of this Gospel ministry in our midst and for the extension of Christ’s Church in our community. We thank God for the opportunity to work together in this divine task. We pray that He will bless our efforts as we trust in His promises and rely on His power.

This Financial Assistance Request has been approved at a meeting on:

and signed on behalf of the congregation/mission by:

Congregational Chairman/Representative

Pastor/Missionary

(Attached is our Statistical Report form and Financial Report form)

7.3 FINANCIAL REPORT FORM

Annual Financial Report Form

(January 1, _____ through December 31, _____)

Congregation _____

INCOME

Offerings from Members _____

Plate or Loose Offerings _____

Financial Assistance from LCC, East District _____

Financial Assistance from other LCC Congregations _____

Please indicate which congregations _____

Other sources of income _____

TOTAL INCOME _____

EXPENSES (please adjust to your specific situation)

Pastoral Support: (salary, housing, benefits) _____

Worship: (organist, Altar supplies, bulletins) _____

Administration: (travel, bank fees, conferences, phone) _____

Education: (Sunday School, Bible study, Catechesis) _____

Building maintenance and expenses _____

Advertising _____

Missions _____

Loan payments: _____

TOTAL EXPENSES _____

LOANS: Please complete for each loan held.

Amount owing: (as of Dec 31, _____) _____

Type of loan: (mortgage, line of credit, etc.) _____

Who is creditor _____

SUMMARY

Cash on Hand (Jan. 1, _____) _____

Add Total Income (from above) and subtract Total Expenses (from above)

BALANCE (as of Dec. 31, _____) _____

7.3 DFO QUARTERLY REPORT FORM

Department for Outreach Report *(Quarterly Report)*

for

at _____

*Congregation/Mission**City/Town*

<u># of</u> <u>Bap. Mem.</u>	<u># of</u> <u>Comm. Mem.</u>	<u># of Sun.</u> <u>Services</u>	<u># of Other</u> <u>Avg. Att. Services</u>	<u>Total</u> <u>Avg. Att. Comm.</u>
---------------------------------	----------------------------------	-------------------------------------	--	--

_____	_____	_____	_____	_____
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Official Acts

Baptisms – _____ Weddings – _____ Funerals – _____ Confirmation – _____ (Y); _____ (A)

Pastoral Activities

Calls on Members (not shut-ins) – _____ Calls on Members (shut-ins) – _____

Calls on Members (in hospital) – _____ Visits with Non-members – _____

Catechesis Avg. Att. – _____ Bible Class Avg. Att. – _____

Other – _____

Challenges:

Blessings:

Submitted by: _____ Date: _____

Section F: Department for Parish Services

- F 1 Mission Statement
- F 2 Department Organization
- F 3 Committee Organization
- F 4 Planning
- F 5 Appendices

REVISION HISTORY

REVISION HISTORY		
1	Revised Mission Statement	June 9, 2013
3.4.4	ED Youth -section Revised	June 23, 2014
Sections 2-5 revised		March 2015

FOREWARD

The following Policies and Procedures have been established to govern the operation of the Department for Parish Services.

This Manual shall be reviewed annually.

This Manual is a part of the Board of Directors Policies and Procedures Manual.

The Secretary of the Department shall see that the Manual is updated as required.

For ease of updating, the format of the Manual will place each major division on a separate page, dated by last revision.

Policy Section: F - Department for Parish Services

Policy Title: F 1 – Mission Statement

Date of Approval: June 9, 2013

1. MISSION STATEMENT

THE DEPARTMENT FOR PARISH SERVICES (DPS) assists congregations, pastors, and deacons of the East District as they teach the faith to everyone from children to seniors, supporting them in areas of worship and music; instruction in doctrine; Christian life and vocation; service to their neighbour; and by sharing their gifts for the benefit of the church. The DPS strives to achieve this through the development and provision of resources and events to foster distinctively Lutheran practices for the building up and encouragement of the whole body of Christ.

Policy Section: F - Department for Parish Services

Policy Title: F 2 – Department Organization

Date of Approval:

2. DEPARTMENT ORGANIZATION

2.1 Members and Voting

2.1.1 Number

Voting members of the Department shall consist of one representative from each circuit and a liaison from the Board of Directors. (2014/REG/5.02D)

2.1.2 Composition

At least 50% of the voting members shall be lay persons, of which one may be a rostered deacon, and at least two shall be clergy. (2014/REG/5.02D)

2.1.3 Term

One-third of the Department is nominated annually (2014/REG/5.02A) for a three year term, without limit to the number of terms. For the schedule of rotation by circuit see Appendix 5.2.

2.1.4 Appointment

Members of the Department are appointed by the Board of Directors as per the procedure outlined in Regulation 5.02A of the East District Handbook. The names of members selected by the Department to serve on its Committees must be forwarded to the Board of Directors for their approval. (2014/REG/502A & 5.06C).

2.1.5 Enlargement

The Department may be enlarged by the Board of Directors, while respecting the provisions of Regulation 6.00 (2014/REG/5.02E)

2.1.6 Resource Members

Resource members may include District staff and a second member of the Board of Directors. Resource members on the Department are non-voting. (2014/REG/5.02F)

2.2 Meetings

2.2.1 Meeting Schedule

The Department is mandated to meet at least twice per year (2014/REG/5.04.B), but may meet as often as necessary. According to Board of Directors policy (September 2006) meetings are held ordinarily between the first and tenth day of September, November, February, and May.

2.2.2 First Meeting of the Fall

2.2.2.1 Each Department shall annually elect its own chairman and secretary at their fall meeting. Their term shall run fall to fall. In the event there is no

current chairman, the appointed Director shall be responsible for calling a meeting of the department.(2014/REG/5.04A1)

2.2.2.2 The liaison from the Board of Directors appointed to the Department shall not serve as its chair. (2014/REG/5.04A3)

2.2.2.3 The Department will assign its members to the various Committees.

2.2.3 Subsequent Meetings

2.2.3.1 The agenda of each meeting shall be determined by the Department chairman in consultation with District staff as necessary.

2.2.3.2 The chairman shall be responsible for the Department to the Board of Directors. (2014/REG/5.04A2)

2.2.3.3 The liaison will normally communicate to and from the Board of Directors.

2.2.4 Quorum

A majority of voting members of the Department shall constitute a quorum. (2014/REG/5.04A4)

2.2.5 Conflict of Interest

Department members excuse themselves from voting whenever the business of the Department involves a Mission/Congregation which the Department member serves or attends, or a Mission/Congregation served or attended by one of their immediate family member.

Policy Section: F - Department for Parish Services

Policy Title: F 3 – Committee Organization

Date of Approval:

3. COMMITTEE ORGANIZATION

3.1 General

3.1.1 Committee Creation

From time to time the Department may add or subtract the number of Committees; or create ad hoc Committees for a specific task.

3.1.2 BoD Approval

The mandate and membership of each Committee shall be submitted by the Department to the Board of Directors for approval. (2014/REG/5.06.C)

3.1.3 Committee Liaison

Each Committee shall have at least one sitting member of the Department who will serve as liaison with the Department.

3.1.3.1 This member will recruit additional Committee members, which should reflect a cross-section of the congregations and their members (2014/REG/5.06.B).

3.1.3.2 The list of other nominees from the circuits can be used as a source of names.

3.1.3.3 Committee members are appointed for three years, without limit to the number of terms.

3.1.3.4 The Committee liaison may act as chairman of the Committee

3.2 Authority and Reporting

3.2.1 Budgeting

Within its area of responsibility, each Committee has the authority to allocate and spend funds within the budget determined by the Department.

3.2.2 Reporting

3.2.2.1 Committees will report in writing to the Department at each of its meetings through the Committee liaison.

3.2.2.2 During these reporting times the entire Department will be given opportunity to evaluate, develop and make suggestions as to the direction, program and activities of the Committees.

3.2.3 Scope of Responsibility

The Department is ultimately responsible for overseeing the mandate, direction and activities of each of the Committees (see 3.1.2).

3.2.4 Consultation with Chair/District Staff

The Chair and/or District Staff will meet with each Committee at least once per year to assist them in setting direction and priorities.

3.3 Meetings

3.3.1 First Fall Meeting

3.3.1.1 This meeting shall be called by the sitting member (committee liaison) of the Department. The first order of business will be the nomination and election of a chair and secretary.

3.3.1.2 The Department liaison may be elected as chairman of a committee.

3.4 Standing Committees

3.4.1 Student Aid Committee

Serves to grant and administer student loans for those planning to enter full-time church work and to encourage the church in recruiting potential candidates for such work.

3.4.2 Worship Committee

Assists congregations by promoting the best possible worship materials and providing instruction for pastors and church musicians in the conduct of worship by:

3.4.2.1 Planning worship services, and preparing for and assigning devotions for Pastors and Deacons Conferences and Conventions.

3.4.2.2 Working with the LCC Commission on Worship to identify doctrinally reviewed and approved hymnals and liturgies in languages other than English.

3.4.2.3 Providing pastors and church musicians with a list of resources.

3.4.2.4 Sponsoring Sacred Music Festivals and other workshops.

3.4.2.5 Providing bursaries and on-going training programs to assist young organists and other church musicians.

3.4.3 Specialized Ministry Committee

3.4.3.1 Children's Ministries assists congregations in their ministry to children through resources and workshops by:

3.4.3.1.1 Sponsoring a Sunday School Teachers' Workshop.

3.4.3.1.2 Sponsoring a summer 'Confirmation Camp' at Camp Pioneer in Angola, NY

3.4.3.2 Older Adults assists congregations to enhance and enlarge their ministry to, with, by and for older adults by:

3.4.3.2.1 Providing a quarterly newsletter.

3.4.3.2.2 Hosting a yearly event.

3.4.4 Family Life Committee

Assists congregations to support family living and encourages families to recognize their unit as a blessing from God by:

3.4.4.1 Reviewing resources and informing congregations about them through publications and the District website (including the Idea Exchange).

3.4.4.2 Providing a biannual newsletter or literature.

3.4.4.3 Sponsoring workshops including sessions at EvangelFest.

3.4.5 East District Lutheran (EDL) Youth Committee

Assists Parents, Pastors, Congregations and Circuits of the East District in cultivating, encouraging and maintaining a Lutheran identity among our youth while helping to build lasting relationships based on growing up in Christ in all ways (Ephesians 4:15), acting as a resource to all by:

3.4.5.1 Facilitating, promoting and acting as a resource for existing youth retreats hosted by Congregations within the District.

3.4.5.2 Organizing and running an annual Youth Retreat. (Traditionally in the spring.)

3.4.5.3 Overseeing an annual Confirmands Retreat. (Traditionally in the Fall.)

3.4.5.4 Coordinating a Youth Worker Training Workshop once a triennium.

3.4.5.5 Acting as a resource for other forms of ministry for youth in the congregations and circuits of the District.

3.4.5.6 Collaborating with EDLYA in order to provide a smooth transition for youth into the EDLYA group.

3.4.5.7 Establishing and maintaining a youth ministry page on the District website.

3.4.6 East District Lutheran Young Adults (EDLYA)

By the grace of God and with the help of the Holy Spirit *EDLYA* is committed to encouraging young adults to grow in their relationship with God, each other, and all people by:

3.4.6.1 Offering fellowship for Lutheran young adult members.

3.4.6.2 Providing an ongoing ministry to the youth of our congregations.

3.4.6.3 Encouraging establishment of Young Adult programmes on congregational, Circuit and District levels (including quarterly retreats).

3.4.6.4 Developing leadership potential in our young adult members.

3.4.6.5 Providing a forum to share ideas and abilities, that is, to provide greater ease, confidence and competence in communicating God's Word to all young adults, Lutheran and non-Lutheran.

3.4.6.6 Collaborating with the Campus Ministry Committee of the Department for Outreach to help ease the transition for our young people through the post-secondary years as they move to a new location, by putting them in touch with a local congregation and making introductions to others in their church community, keeping young people connected and involved in the work of the larger Church.

3.4.7 Stewardship Committee

Assists congregations in helping their members grow in discipleship so that, under the Gospel of Jesus Christ, people are empowered to manage time, talent and treasures for the fulfillment of God's purpose in their lives by:

3.4.7.1 Developing District-wide stewardship initiatives.

3.4.7.2 Producing bulletin inserts on stewardship topics.

3.4.7.3 Reviewing resources for recommendation to congregations.

3.4.7.4 Offering workshops to assist members in using their God-given gifts and talents (e.g. for church secretaries, treasurers and leaders; perhaps in conjunction with EvangelFest).

3.4.8 Lutheran Schools Committee

Serves to facilitate the encouragement and establishment of Lutheran education for children in the East District of LCC as well as an outreach to the unchurched and unbelieving by:

3.4.8.1 Emphasizing the importance of Lutheran day-cares, preschools, elementary and secondary schools in equipping children and youth for Christian service.

3.4.8.2 Providing an annual 'Faith In Action' award for one male and one female student from each of the District's Lutheran schools who exhibit exceptional 'Christian Citizenship' during the school year.

3.4.8.3 Encouraging attendance at conferences for principals/headmasters.

3.4.8.4 Encouraging attendance at conferences (eg. Lutheran Teacher's Association School Administrator's Conference and Classical Lutheran Education Conference).

3.4.9 Caring Ministries Committee

Encourages and assists congregations in developing caring ministries in areas such as:

3.4.9.1 Stephen Ministries

3.4.9.2 Parish Nursing

3.4.9.3 Lay visitors

Policy Section: F - Department for Parish Services

Policy Title: F 4 – Planning

Date of Approval:

4. PLANNING

4.1 Strategic Planning

4.1.1 Scheduled Planning

The Department and Committees shall provide time at its regular meetings to brainstorm and discuss long range objectives.

4.1.2 Relationship to Synod and District

It shall take into consideration Strategic Plans and Mission and Ministry Plans of the Synod and District.

4.1.3 Terminology & Hierarchy

It shall use the following terminology and hierarchy:

4.1.3.1 Mission

4.1.3.2 Vision

4.1.3.3 Values

4.1.3.4 Strategic Directions

4.1.3.5 Tasks

4.1.4 Work Programme

4.1.4.1 January-March: Committees review Strategic Plan to develop programme for next year as well as two years out, and submit goals and budget to the Department Chair by March 1.

4.1.4.2 March-April: Chair works with District Staff to develop proposed Work Programme.

4.1.4.3 May: Department discusses, sets, finalizes and submits Department Work Programme to the Department for Finance.

4.1.4.4 Board of Directors sets District Work Programme.

4.1.5 Budget

4.1.5.1 March: Board of Directors sets budget for current the fiscal year.

4.1.5.2 March-May: Department and Committees adjust their budgets accordingly.

4.1.5.3 May-January: Department and Committees review and adjust the budget as directed by the Board of Directors.

4.1.5.4 June: The Department and Committees have authority to reallocate funds within their budget.

Policy Section: F - Department for Parish Services

Policy Title: F 5 – Appendices

Date of Approval:

5. APPENDICES

5.1 Handbook Reference

2014/REG/5.10 Duties and Functions of Parish Services

This department shall (2014/REG/1.00):

- A. assist congregations in arranging and carrying out a comprehensive and effective program of Christian education, especially counselling them that the most effective education agencies available to the church for equipping children and youth for Christian service are the full-time Lutheran elementary and secondary schools;
- B. assist congregations in helping their members grow in discipleship so that under the Gospel of Jesus Christ people are empowered to manage time, talent and treasure for the fulfilment of God's purpose in their lives;
- C. assist congregations to support family living and encourage families to recognize their unit as a blessing from God;
- D. assist congregations to provide ministry to singles;
- E. assist congregations in recognizing ministries by and for seniors that they may feel a useful part of the body of Christ;
- F. assist congregations to develop and maintain a ministry among the youth;
- G. assist congregations in the development and use of worship services.
- H. Furthermore, it shall have the following specific responsibilities:
 - 1) arrange youth retreats, training conferences and develop other forms of ministry for youth in the District;
 - 2) develop a program for the recruitment of dedicated and talented youth and adults from the congregations of the District for full-time service to our Saviour and His church;
 - 3) be responsible for the East District Lutheran Young Adults and see that appropriate guidance and supervision are provided for this organization;
 - 4) establish procedural guidelines for all committees serving under the department.

2014/REG/5.12 Committees of the Department for Parish Services

Committees may assist the department in carrying out its mandate. The department may establish such committees as it considers necessary to assist it in fulfilling its mandate. Before they become operative, a statement of the function, procedural guidelines, goals and accountability of each committee shall be approved by the Board of Directors.

5.2 Rotation of Department Members by Circuit

**Rotation of Staggered Terms
for
East District Department Members**

CIRCUIT	A	B	C	APPOINTEE
Hamilton	Parish Services	Finance	Outreach	
Hanover	Parish Services	Finance	Outreach	
London	Parish Services	Finance	Outreach	
Kitchener	Finance	Outreach	Parish Services	
Niagara	Finance	Outreach	Parish Services	
Ottawa	Finance	Outreach	Parish Services	
Stratford	Outreach	Parish Services	Finance	
Toronto	Outreach	Parish Services	Finance	
Windsor	Outreach	Parish Services	Finance	

A - 2015, 2018, 2021...
 B - 2013, 2016, 2019...
 C - 2014, 2017, 2020 ...

LUTHERAN CHURCH–CANADA, EAST DISTRICT

Policy and Procedure Manual

-January 2016-

Section G: Communications

Section G – Communications

- G 1 Organization & Overview of the Committee for
Communication Services (Communications Committee)
- G 2 Mission and Ministry Plan Preparation
- G 3 Convention Communications
- G 4 District & Synod Style Standards
- G 5 Communication Policies
- G 6 E-Communication Tools
- G 7 E-Meetings
- G 8 Publications
- G 9 District Liaisons
- G 10 Appendices

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Policy Section:	G – Communications
Policy Title:	G 1 – Organization & Overview
Date of Approval:	

1. Organization & Overview (cf 6.40 ED Handbook 2014)

1.1 Purpose Statement

The Communications Committee of LCC East District shall work to enhance communication within LCC East District, between Districts of LCC as necessary, and with Synod as guided by the strategic plan and Handbook. While the means through which we communicate changes, the message of Christ and Him crucified remains the same.

1.2 Membership & Organization

- 1.2.1 The Communications Committee of LCC East District shall consist of at least one Pastor and one layperson. The actual number shall be determined by the Board of Directors.
- 1.2.2 The Committee shall have a chairman and secretary. If the Committee has more than two members these persons shall be elected by the members of the Committee.
- 1.2.3 The ED News Editor is an advisory member of the committee. As necessary, the committee may seek advice from others as well.
- 1.2.4 The members of the Communications Committee shall be appointed by the District Board of Directors for a three-year term. They are notified of their appointment by the secretary of the Board of Directors.
- 1.2.5 The Committee shall meet quarterly, as called by the Chair of the Committee, or as otherwise needed.
- 1.2.6 The Committee may use electronic communication technology when necessary for their meetings.

1.3 Duties & Functions

- 1.3.1 The Communications Committee of LCC East District shall establish procedural guidelines for publication of the official publications of the District, subject to the approval of the Board of Directors.

- 1.3.2 This committee shall coordinate its work with the district's Board of Directors.
- 1.3.3 This Committee shall disseminate news and information about the work of the Synod, the District, and/or its congregations and members through all accepted means of communication.
- 1.3.4 This committee shall serve as a publicity committee at conventions and conferences, editing the convention delegate report, and preparing official convention releases.
- 1.3.5 The Communications Committee will research, use, and suggest new technologies in communication for the District and its congregations, as approved by the District Board of Directors.

1.4 Budget Preparation & Approval

- 1.4.1 The Communications Committee shall submit annually to the Board of Directors, through the Department for Finance, its proposed budget in the format prescribed by the Board of Directors.
- 1.4.2 The Business Manager shall assist and present to the Committee an annual budget to be approved by the Communications Committee which will then submit it to the Department for Finance.
- 1.4.3 If for some reason the budget appropriation is inadequate, the Board of Directors shall have discretionary power to grant funds above and beyond their appropriation.

1.5 Expense Claims

- 1.5.1 Expense claims shall be made in accordance with the East District policy as outlined in Section D6 of the Policy and Procedures Manual.

1.6 Committee Minutes & Reporting

- 1.6.1 The secretary of the committee shall keep minutes of the meetings. The minutes will include a summary of discussion and all actionable items and motions. Minutes shall be submitted to the Board of Directors for their information and any action required.

Policy Section:	G – Communications
Policy Title:	G 2 – Mission and Ministry Plan Preparation
Date of Approval:	

2. Mission and Ministry Plan Preparation

The Communications Committee shall assist the Board of Directors in the layout and production of the annual Mission and Ministry Plan according to the schedule outlined in Section C12 of the Policy and Procedures Manual.

Policy Section:	G – Communications
Policy Title:	G 3 – Convention Communications
Date of Approval:	

3. Convention Communications

3.1 Purpose and Overview

- 3.1.1 Ensure that everyone has the opportunity to receive convention information. Provide the people of LCC information about convention proceedings.
- 3.1.2 Also refer to sections 5 and 6.

3.2 Pre-Convention

- 3.2.1 Ensure that all involved parties have the information necessary to be prepared for the convention.
- 3.2.2 Provide information through read-only cloud service through Microsoft Office programs or similar programs.
- 3.2.3 During the convention, this allows delegates using electronic resources to receive updated information about overtures, voting etc. but only allows the source to edit the information.
- 3.2.4 Assist the delegates in their communication with their respective congregations.

3.3 Publicity during Convention (cf. 2014/REG/6.40F, 7.14B, 7.34A)

- 3.3.1 The Committee for Communication Services shall serve as a publicity committee at conventions. It shall prepare a daily report to the delegates in consultation with the Secretary, providing highlights of the previous day and the events of the current day. The final day's report shall be made available to the delegates, electronically where possible. These combined reports shall form the lay delegate report.
- 3.3.2 The daily reports are news bulletins published each morning of the convention. These outline business, as well as articles with a summary of the keynote speaker and/or evening activities from the day prior.
- 3.3.3 The Communication Committee shall appoint (usually from within) a group of individuals assigned to create and publish the daily report.

- 3.3.4 One person (lay or clergy) will be the chief editor, with one person (clergy) as the theological editor for all content to be published.
- 3.3.5 While it is not required, preparing some stories/layouts/basic outlines prior to the convention, reduces the required time spent at the nights of the convention.

3.4 Location

- 3.4.1 An optimal location for a district convention will include: A High Quality Sound System, Great Acoustics, High Quality (PowerPoint etc.) Projection Capabilities, An In-House Technician, Extra Microphones, High-Speed, Free, Wireless Internet
- 3.4.2 These will make sure that everyone can use their choice of media, as well as making sure any communication (specifically but not limited to video streaming) are possible.

3.5 Press Releases

- 3.5.1 Since the Convention is also the annual meeting of the corporation, all press releases are to be prepared and released in consultation with the District President, the BOD Chairman and Secretary.

Policy Section:	G – Communications
Policy Title:	G 4 – District & Synod Style Standards
Date of Approval:	

4. District & Synod Style Standards

4.1 ED Style Sheet

- 4.1.1 The East District Style Sheet for Dockets and Minutes is included in Appendix ‘A’

4.2 Graphic Standards

All communications shall follow the graphic standards as out lined in the LCC Graphic Standards Manual. *(See H4 Appendix 1 for a partial listing of the manual)*

4.3 Graphic Standards – LCC, East District

- 4.3.1 The East District uses the same logo as the Synod (see 4.2 above).
- 4.3.2 The East District Wordmark as used on letterhead and envelopes or other documents as titles.
- 4.3.3 The logo is placed to either side of the words—to the right on letterhead and to the left on envelopes.
- 4.3.4 The typeface is Times New Roman or similar. All-caps are to be used in titles. LUTHERAN CHURCH–CANADA, EAST DISTRICT and ÉGLISE LUTHÉRIENNE DU CANADA. DISTRICT DE L’EST.

Policy Section: G – Communications

Policy Title: G 4 Appendix 1 – Graphic Standards Manual (Part Only)

Date of Approval:

Our visual identity

The logo for Lutheran Church–Canada was created to provide a unique visual identity for our church. It bears a resemblance to the logo for The Lutheran Church–Missouri Synod, the mother church of LCC. Each person will see different meanings in the logo. First, it is derived from the cross – the focus of our Christian faith. Second, the three segments in three parts speak of the Holy Trinity – Father, Son and Holy Spirit. The three segments can also be symbolic of the three districts created by LCC at its founding convention. Third, one sees in the logo the letters LCC – the acronym for our Synod. With its dynamic forward motion the logo symbolizes a church which is on the move.

Every organization creates an individual visual identity which allows easy recognition by both its own members and the general public. It is important that use of this visual identity remain consistent. The following guidelines have been developed to assist Lutheran Church–Canada offices, institutions, congregations, auxiliaries and others associated with the church in maintaining a consistent visual identity for our Synod.

Our name

LUTHERAN CHURCH–CANADA

The official name of our Synod is Lutheran Church–Canada.

- the name should not be prefaced with “the”
- the official abbreviation is **LCC**
- the dash in the long-form name is not a hyphen but in typography is known as an “n” dash. On a Windows-based computer it is formed by the keystroke combination **ALT 0150**.

If the name is not composed on a computer, two hyphens can be substituted.

- when used as an official title, our name should appear in **UPPER CASE** letters in the type face **Helvetica** – medium or bold. (Other similar fonts include Arial and Swiss 721.)
- **MEDIUM** is suitable for booklets, congregational letterheads, brochures and business cards.
- **BOLD** should be used on materials which make print more difficult to read such as signs, film and reverse printing.

Our logo

- The LCC logo is a copyright mark.
- Wherever possible the logo should appear with the words

LUTHERAN CHURCH–CANADA and/or the French equivalent ÉGLISE
LUTHÉRIENNE du CANADA

- Using the logo with other words is permitted only with the approval of the Board of Directors’ Committee for Communication and Technology. Artwork should be submitted for approval before printing.
- The logo should never be used as a substitute for a “cross” symbol. It is a graphic representation of an organization, not a representation of the cross of Christ.

The logo can be used in the following colours:

A PANTONE (PMS) 293* in three screens (40% 70% 100%)

B PANTONE (PMS) 293* in solid

C BLACK in three screens (40% 70% 100%)

D BLACK in solid

E REVERSE: white on solid black or solid PMS 293 background

*This colour can be substituted with REFLEX Blue if necessary.

The logo must not appear in any other colour without the permission of the Board of Directors’ Committee for Communication and Technology.

Our Wordmark

This is the combination of logo and title created for the illuminated sign on the LCC office building in Winnipeg.

The official Wordmark places the LCC logo between the words LUTHERAN and CHURCH

Official Abbreviations

Lutheran Church–Canada	LCC
Alberta-British Columbia District	ABC
Concordia Lutheran Theological Seminary, St. Catharines	CLTS
Concordia Lutheran Seminary, Edmonton	CLS
Concordia University College of Alberta	CUCA
Lutheran Women’s Missionary League–Canada	LWMLC
International Lutheran Laymen’s League Int’l	LLL
Lutheran Laymen’s League of Canada	LLL-C
The Lutheran Church–Missouri Synod	LCMS

Policy Section:	G – Communications
Policy Title:	G 5 – Communication Policies
Date of Approval:	

5. Communication Policies

5.1 Content Approval Process

5.1.1 Refer to Appendix 9.1 for details

5.2 Advertising (where, when, what)

5.2.1 Website (lceast.ca):

5.2.1.1 No paid advertising

5.2.2 EN3 E-News:

5.2.2.1 No paid advertising

5.2.3 EDen Report:

5.2.3.1 Advertising for affiliates only as approved by ED Board of Directors on a case-by-case basis at the rate determined by the ED Business Manager as prorated from Canadian Lutheran rates and based on circulation.

5.3 Photography

5.3.1 Photographs are an important method of recording and reporting on events happening within the district. Event hosts and planners should be encouraged to take photographs, and submit them in a timely manner for use in the publications of the District... *Can be changed, or fleshed out further.*

5.3.2 Photographic standards

5.3.2.1 All photographs submitted for use should be of the highest quality, clarity, and best exposure available. It is at the discretion of the District editor to use, crop or enhance images to best suit their application.

5.3.2.2 Release Forms

5.3.2.3 The following wording should be included on all registration forms for events, and signed, by the applicant: *"In registering for this event, I hereby grant permission to LCC East District event organizers for the publication of photographs/films live-streaming of the event in which my image is included."*

5.3.3 Photography at District Events

5.3.3.1 It is the responsibility of the group planning the event to ensure the event is photographed

5.4 Video Streaming

5.4.1 What & Where

5.4.1.1 What: Live-streaming should be used only for public events such as the opening service of a convention and perhaps the presentations of the convention essayist. It should not be used for the business portion of the convention

5.4.1.2 Where: On location providing that there is a wireless hi speed internet connection or near a wired connection at the location. A webcast technician should be on site at least 60 minutes before the event to check the systems.

5.5 Technical Considerations

Event organizers should contact the Communications Committee for all technical requirements and details regarding photography and video streaming.

Policy Section:	G – Communications
Policy Title:	G 6 – E-Communication Tools
Date of Approval:	

6. E-Communication Tools

6.1 Websites

6.1.1 East District Website

6.1.1.1 The content put on the East District website is to be approved by the District President or his designate.

6.1.1.2 The upkeep of all the information is the responsibility of the East District staff or their designates.

6.1.2 Congregational Website

The Communications Committee will provide assistance to any congregation needing help with establishing a web site.

6.2 Social Media

Social media is one avenue by which a church, group or individual has the opportunity to show what our churches and district do and witness to their neighbours about our Saviour. It is therefore important to remember that all activity on such outlets will be judged by their representation of the church, district, synod and most importantly God.

6.3 Other Electronic Resources

6.3.1 Microsoft PowerPoint is a useful tool in many aspects. It has the ability to be integrated into the service (i.e. posting the liturgy to follow along) however can end up disruptive. Be wary that the tool does not overpower the Word being proclaimed.

6.3.1.1 PowerPoint use for *presentations* is most effective when the rule of 7 is followed: max 7 lines per slide, max 7 words per line. Use it for a guide, but do not include everything being presented; just key points. Reading off the screen should never be the option.

- 6.3.1.2 PowerPoint use within the Divine Service ought to complement the service. CPH has software called Lutheran Service Builder which can provide music with the words for hymns and liturgy. It also has record of both the 3-year and 1-year lectionary series and is customizable to that specific service.

6.4 The EN3

6.4.1 Description

- 6.4.1.1 The East District E-News is utilized for prayer requests, announcements and general notices of upcoming events, reminders, congregational anniversary notices, pastor/deacon call announcements, funeral notices. All items are current or upcoming. Notices may be written by District staff or submitted from congregations.

6.4.2 Distribution

The EN3 is sent out weekly, on Tuesday, so Sunday bulletin editors will have time to include items of interest in their bulletins. The distribution list includes all church workers and subscribers. Congregation members may subscribe by email from the District website. The current list has approximately 550 subscribers.

6.4.3 Name — EN3

- 6.4.3.1 EN3 is an acronym for “Electronic News, Notices and Notes.”

6.4.4 Advertising

- 6.4.4.1 There is no paid advertising in the EN3.

Policy Section:	G – Communications
Policy Title:	G 7 – E-Meetings
Date of Approval:	

7. E-Meetings

7.1 *E-Meetings*

7.1.1 Definition

7.1.1.1 E-meetings include telephone conference meetings, meetings using the internet (e.g. GoToMeeting, Skype) or any other electronic communication device where some or all of the participants are not physically present in the same location. E-meetings are only valid if all the persons participating in the meeting can hear each other. Persons meeting electronically are considered present at the meeting.

7.1.2 General Policies

7.1.2.1 If at all possible, meetings should be attended in person and should be the normal way of conducting business.

7.1.2.2 The chair may call an e-meeting to deal with some routine non-controversial items of business that cannot wait until the next regular meeting, or on occasion to deal with some issue of immediate urgency where it is not practical to have an in-person meeting. In these circumstances, all the members are attending electronically.

7.1.2.3 On occasion, only certain members may be attending electronically due to distance, weather or health considerations. Members should keep these occasions to a minimum.

7.1.3 Protocol

7.1.3.1 Members should treat virtual attendance as if physically present. This means:

- the member's sole focus must be on the meeting
- confidentiality must be maintained throughout the meeting with no other family members present in the room
- dress appropriately when using internet as others will see you

- make your connections such that you are on time for the meeting

7.1.3.2 Other rules to observe:

- identify yourself when speaking so that those who can't see you know who is speaking
- tell the chairman if you are temporarily absenting yourself from the meeting and announce your return to the meeting (This also applies if you are late in joining the meeting.)
- do not carry on conversations with other members of your household during the meeting.
- since background noise can be annoying to others, consider using the "mute" function when not actually speaking

7.1.4 Other Information

The Communications Committee will provide more detailed information regarding e-meetings by way of a brochure that will be made available to members of the Board, Departments or other committees. This brochure will contain technical information useful for e-meeting participants.

Policy Section: G – Communications

Policy Title: G 8 – Publications

Date of Approval:

8. Publications

8.1 *The EDen Report*

8.1.1 Name, Origin, Logo, Distribution

8.1.1.1 The newsletter name was selected from suggestions received from across the District. The EDen Report is based on Joshua 22:34 which reads: “And the children of Reuben and the children of Gad called the altar Ed: for it shall be a witness between us that the Lord is God.” (KJV). The letters ‘ED’ in ‘EDen’ are capitalized to reflect not only the verse above but also indicates the East District.

8.1.1.2 President Paul Zabel wrote in this first issue, “We know that the Garden of Eden into which Adam and Eve were placed after the creation of the world was a land of paradise. The origin for the Hebrew word “*Eden*” translates to “*delight*.” Our home in heaven to which we are travelling or sojourning to is also often referred to as “*paradise*” or “*Eden*.” While we are here upon this earth, sojourning to heaven, what a “*delight*” we have in witnessing to our Lord and to what He has done for us by dying on the cross to pay the price for our sins and by rising from the dead which assures us of our resurrection from the dead. May “*The EDen Report*,” also serve to help inform us and others of how we, together as churches of the East District, are united in worshipping, serving, and witnessing to our Lord and our God—that God who has created us, who has redeemed us from our sin, and who has sanctified us to be His own.”

8.1.1.3 The newsletter is produced every two months alternating with The Canadian Lutheran: **Feb/Mar, Apr/May, Jun/Jul, Aug/Sep, Oct/Nov, and Dec/Jan.**

8.1.1.4 One printed copy is mailed to each East District congregation. Any congregation unable to make their own copies may request multiple copies be printed by the District office and mailed to them.

8.1.1.5 A pdf version is uploaded to the District website and announced in the weekly EN3 E-News.

8.1.2 Content and Advertising

8.1.2.1 *The Eden Report* is the East District newsletter, reporting mostly about upcoming events but also includes calls and vacancies, mission updates, business news and an inspirational or informative column by the District President.

8.1.2.2 All advertising must be approved by the Board of Directors.

8.2 *The Canadian Lutheran*

8.2.1 Description – East District News

8.2.1.1 The Canadian Lutheran national magazine is published by Lutheran Church–Canada bi-monthly to a circulation of approximately 25,000 plus online viewers at www.canadianlutheran.ca. The district news section contains short stories about news items that occurred within the District. There is one National Editor and three District editors (ABC, Central, and East).

8.2.2 District Editor – Duties and Functions

8.2.2.1 Each issue includes six pages of news for each District which is solicited, edited and submitted to Synod (National Editor) by District editors.

8.2.2.2 Canadian Lutheran staff edits and completes the layout of each issue, under the supervision of the Board of Directors of the Synod (LCC 2011 Handbook 11.2.1.c). Materials published in *The Canadian Lutheran*, with the exception of Letters to the Editor, news reports, and advertising, receive doctrinal review and approval before publication” (from the **Impressum of The Canadian Lutheran**) “under the prescribed procedure for doctrinal review” (LCC 2011 Handbook 11.25).

8.2.2.3 Each District makes arrangements for their editor’s honourarium. Each District is also invoiced by Synod to cover a share of publishing costs of the magazine.

8.2.2.4 Additional District editor detail in “**Guidelines for District Section Editors.**” (see appendix)

8.2.3 Submissions & Schedule

8.2.3.1 There is approximately a 6-week lead time prior to publication in The Canadian Lutheran.

8.2.3.2 The publication schedule is Jan/Feb, Mar/Apr, May/June, Jul/Aug, Sep/Oct, and Nov/Dec.

8.2.3.3 Submitted stories should be no longer than 500 words, but 250 is better if that is sufficient to adequately cover the story. Even a photo and caption is acceptable.

8.2.3.4 Photographs may be digitally submitted but should be 300 dpi resolution. Print photos will be scanned at 300 dpi and will be returned upon request.

Policy Section:	G – Communications
Policy Title:	G 9 – District Liaisons
Date of Approval:	

9. District Liaisons

9.1 Who are they, how are they appointed

- 9.1.1 The position of District Liaison (DL) began in January 2007 as a way of utilizing lay delegates as communicators (liaisons) between District administration and congregations on a somewhat regular basis between conventions.
- 9.1.2 Congregations elect and report their DL to the District office on the “Congregational Officers Form” which is submitted annually

9.2 Duties and Functions

- 9.2.1 The position of DL began in January 2007 as a way of utilizing lay delegates as communicators (liaisons) between District administration and congregations on a somewhat regular basis between conventions. If the lay delegate is unable to perform this function for some reason, another member may be appointed by the congregation to do so. The Liaison may be provided with a minute-man talk to be delivered after worship service or at some other time when the congregation is gathered, or shared through congregational newsletters or bulletins.

9.3 Liaison Letters

- 9.3.1 Information is sent to the DL via email (if available) and by regular mail. An email copy is also sent to the congregation’s pastor.
- 9.3.2 The “Liaison Letter” is sent out no more than five times per year.

Policy Section:	G – Communications
Policy Title:	G 10 – Appendices
Date of Approval:	

10. Appendices

10.1 Publishing Discretion

Who Has Discretion?	Editor	District President	Board of Directors
Website Calendar	LCC events including fundraisers. (LCC includes congregations, East District, Synod, departments and sub-committees, District ad hoc committees). LCC affiliated non-fundraising events (auxiliary, LSO).	Non-fundraising events for non-affiliated agencies (outside LCC, i.e., McMaster University, Cdn. Bible Society).	Direct fundraising appeals from any agency, including LCC, (i.e., CLTS funding appeals).
EN3	LCC fundraising events (includes congregations, East District, Synod, departments and sub-committees, District committees). LCC affiliated non-fundraising events (auxiliary, LSO).	Items of concern questioned by the editor.	Non-fundraising events for non-affiliated agencies (outside LCC, i.e., McMaster University, Cdn. Bible Society). Items of concern questioned by the DP.
Eden Report	Content submitted to editor by District staff (DP, ME, Bus. Mgr., and sometimes Gift Co-ord.) or pulled from District website as determined during staff meetings.	Submits a DP column but also has oversight for all content.	District Secretary submits official notifications for Annual General Meetings of East District Corporations and occasional Summaries of Board

			of Director meetings.
Canadian Lutheran	Content submitted to editor from congregation lay members, pastors, or other church-workers.	Items of concern questioned by the editor.	District Secretary submits official notifications for Annual General Meetings of East District Corporations and occasional Summaries of Board of Director meetings.

10.3 Synod Style Standards

10.3.1 Common editing issues

- No ampersands (&) unless it is part of an official title/logo
- Full month names
- Literary provincial abbreviations not postal abbreviations except when they are part of an address
- Numbers under ten should be spelled out
- Very important vs important
- Punctuation inside quotes
- Use possessives “much to the enchantment of the crowd” vs “much to the crowd’s enchantment”
- Use “more than” instead of “over” when talking quantity
- The district not the District
- District President Allen Maleske or district president, Rev. Allen Maleske
- March 23 not March 23rd but 19th century
- References to God, Jesus and Holy Spirit in third person are capitalized: He, Him, His, etc.
- Sunday school

- vacation Bible school
- services but Divine Service
- Mission Committee, further references: the committee
- Pastor Schmidt but the pastor or the vicar
- Check for punctuation...periods etc.
- Bible study (not Study)
- Replace double spaces with single spaces
- Titles: either quotes or italics, not both - preference is italics
- Scripture: inside quotes, not italicized; close quote then reference in parentheses and period
- "...but have everlasting life" (John 3:26).
- 80s 50s etc. ...no apostrophe
- From infinitive to active: continue to make headlines vs continue making headlines
- Use metric units <http://www.worldwidemetric.com/metcal.htm>
- You can rearrange stories so that the reader better understands
- Use children instead of kids
- Percent not %
- Lutheran Church-Canada not the Lutheran Church-Canada
- The Lutheran Church Missouri Synod
- a.m. and p.m.
- Check to see if hyphenated words really are hyphenated
- Congregation will celebrate its (not their) anniversary
- Members will celebrate their anniversary
- Baptism, Holy Communion, Lord's Supper as sacramental acts
- The word "that" is usually unnecessary

- “and the impact that they have on youth leaders” vs “and the impact they have...”
- Canadian spelling: circuit counsellors, travelling, but program not programme (even in Scripture).
- Lines in text are m-dashes and are three hyphens long C (Alt/0151) the line in Lutheran Church-Canada is an n-dash and is two hyphens (Alt/0150)
- Avoid “to be”
- New officers are also to be elected and bylaw amendments to be considered as opposed to Delegates will also elect new officers and consider bylaw amendments.
- If a story uses an acronym with no explanation, find out what the full name is.
- Abbreviations
- Acronyms & initialisms
- Provide name fully spelled out in its first appearance followed by acronym in brackets, unless this is the only time you will refer to it:
- The Lutheran Church Missouri Synod (LCMS)
- Evangelical Lutheran Church in Canada (ELCIC)
- Canadian Foodgrains Bank (CFGB)
- Lutheran Service Book (LSB)
- Lutheran Worship (LW)
- The Lutheran Hymnal (TLH)
- Lutheran Women’s Missionary League Canada (LWMLC)
- Lutheran Laymen’s League of Canada (LLL Canada)
- Lutheran Foundation Canada (LFC)
- Titles
- Msgr. (Monsignor)
- Rev. John Smith is becoming accepted practice for regular usage.

- MDiv, however MTS is acceptable
- Units of measurement
- 80 km/h, not 80 kmh \$ 100 sq. ft.
- Place names
- Avoid the use of periods wherever possible.
- Provinces /Territories
- Spell out the full name of the province or territory or use literary abbreviations B.C., Alta., Sask., Yukon, NWT, Man, Ont, Que, Lab., N.B., N.S., PEI, Nfld.
- Countries: USA, UK
- Capitals and Lowercase
- General rule: capitalize specific terms such as nouns, names and titles; lowercase general terms, adverbs and adjectives.
- With religious names and terms avoid uppercase where possible.
- The words marked with an asterisk (*) are uppercase only where the context (the sentence, paragraph or material) does not make the specific religious event or place clear. E.g. Only Noah and his family were saved from the flood. The Flood was catastrophic.
- Abba
- Advent (season) advent (of our Lord)
- Affirmation of Baptism
- almighty God but God Almighty
- *annunciation
- Antichrist when referring to the figure of the end times, but antichrist for other references
- anti-Christian, anti-Semitism, anti-Semitic
- Apocrypha
- apocryphal

- apostle, an apostle, this apostle, the apostle, the apostle Paul, but Apostle Paul
- Apostles' Creed
- apostolic succession
- archbishop, but Archbishop Smythe
- Ark of the Covenant
- article, but Third Article
- *ascension
- Ash Wednesday
- assisting minister
- atonement
- baby Jesus the baby Jesus Baptism (referring to the Sacrament) baptism (referring to the act, e.g. of fire) baptismal bar mitzvah the Beatitudes Bible; the Holy Bible biblical (adj.) black (as in black person; also white person) body and blood body of Christ
- book (referring to a book of the Bible, e.g., book of Lamentations, but the Book of Job; see Appendix B) Book of the Dead
- Captivity (Babylonian) the Catechism (referring to Luther=s) catechism (adj.) chaplain Chosen People the Christ child Christlike the church (when referring to a building, or when used generically e.g. the Lutheran church/ People in our church believe Y/ Going to church is good for you.) Church (when speaking specifically about the body of all Christians, the clergy, an organized Christian group, or institutionalized religion as a political or social force e.g. Lutheran Church–Canada/the medieval Church taught Y/ in matters of Church and State) church year collect Commandments (referring to the Ten/First Commandment (etc.)) Great Commandment (Matthew 22:36B38) Communion (as a title) communion (as an adjective) Great Commission (Matt 28:19, Mark 16:15) confirmation New Covenant (as a synonym for New Testament) covenant, new covenant (as theological concept) creation the Creed (meaning Apostles=) cross crozier (preferred rather than crosier) *crucifixion crucifer Crusade (the historical event; otherwise lower case) *day of judgement Day of Pentecost Dead Sea Scrolls deity devil (but Satan, the personification of evil) Diaspora (of the Jews) director of parish services divine doxology

- the Easter cycle
- Easter Day Easter Eve the Easter season end time(s) Epiphany (season) epiphany (of Christ) the Epistle (read in worship) the epistle (Paul sent to Romans) this epistle the first epistle of Paul the Epistles (meaning a section of the Bible) pastoral Epistles *eucharist evangelist (writer of a Gospel) the evangelist Mark *the exile *the exodus (from Egypt)
- festival (usually lowercase, for example, festival of Transfiguration) *the fall (of humanity) *the flood fundamentalism (noun) fundamentalist (noun & adj.) Garden of Eden (but the garden) Garden of Gethsemane Gentile (noun and adj. meaning Anon-Jewish@) godly golden rule the Good News when referring to the Gospel the good Samaritan
- Gospel (in the name of a book of the Bible, e.g. The Gospel According to Mark) the Gospel (of Jesus Christ). Also, the gospel of Mark; Mark's gospel; the first gospel, but the Fourth Gospel (a common name for The Gospel According to John) the Gospels (meaning a section of the Bible)
- Hades hallelujah; but Hallelujah! (as an interjection) He, Him, His (referring to the deity) the Head of the Church (referring to Christ) heaven hell high church *high mass high priest
- Holy Baptism Holy Bible *holy city Holy Communion holy family *holy land Holy of Holies Holy Scripture Holy Spirit holy water Holy Week Holy Writ house of God
- Incarnate Word of God, but incarnate Word incarnation Inquisition installation introit
- Jehovah the judges *judgment day
- King of Kings kingdom of God kingdom of heaven Northern Kingdom Southern Kingdom Koran (also Quran)
- last judgement Last Supper the last supper Christ had with his disciples the Law (meaning a section of the Bible) Law and Gospel the Law and Gospels, the Law and Prophets (meaning sections of the Bible) Lent Lenten season lesson for the day the Light of the world (referring to Christ) litany liturgy living God living Lord living Word
- Lord=s day Lord=s Prayer lordship of God Lutheran Worship/LW (do not preface with article "the") Lutheran Church (see church, p. 14) Lutheran Church Canada (do not preface with article "the"; use en dash not hyphen) Lutheran schools (but Faith Lutheran School) Lutheran Service Book (LSB) Lutheran Book of Worship (LBW) The Lutheran Hymnal (TLH)

- Major Prophets (referring to a section of the Bible) major prophet (referring to the person) *high mass, low mass matins means of grace mercy seat Messiah messiahship messianic millennium/millennia (noun) Minor Prophets (referring to a section of the Bible) minor prophet (referring to the person) Muhammad Muslim
- Native people (but a native of Prince Edward Island) the Nativity season nativity of Christ New Testament Nicene Creed Ninety-five Theses (as a title) but Luther nailed 95 theses to the door. non-Christian the North (but north of here) Nunavut
- offering *offertory the Office of the Keys the Ordinary (as part of the Service) ordination original sin
- parable of the good Samaritan parable of the sower Paraclete
- paradise parousia Passion Week Passover patriarchs Pentateuch person (as in “God in three persons ...”) petition (of the Lord=s Prayer) Third Petition Pharisees photo (e.g. LCC photo) the pope Pope Benedict XIII preacher Prince of Peace program (the DPS program) *promised land the Propers (parts of the Service) Prophets (section of the Bible) Protestant Protestantism the psalmist the book of Psalms (but some psalms, this psalm) the Psalter
- Quran (also Koran)
- real presence redemption the Reformation *resurrection the Resurrection of Our Lord the risen Lord rite of Baptism rosary
- the Sabbath Sacrament (when used as a title, e.g. the Sacrament of Holy Baptism) sacrament (as in, AThe Lutheran Church has two sacraments.@) Sadducees sanctuary Sanhedrin Satan satanic Saviour scribes
- scriptural scripture reference Scriptures (when referring to the Bible as a whole) seat of judgment *second coming seder seminarian, seminary (but Concordia Lutheran Seminary) Septuagint Sermon on the Mount the serpent the shepherds simul justus et peccator (= Aat once justified and sinner@) Sitz im Leben (= Asetting or situation in life@) Son of God Son of Man Jesus= sonship Spirit (referring to the Holy Spirit) spirit (i.e., the spirit of Christ, the spirit of God) stations of the cross Sunday school Supreme Being (when referring to God) Synoptic Gospels synod (but LCC Synod)
- *the Temple (in Jerusalem) Ten Commandments (not 10 Commandments) festival of Transfiguration *transfiguration the Tribe of Benjamin the tribes of Israel trinitarian question Trinity Trinity season triune God the Twelve (meaning disciples)

- unchristian Upper Room Ukraine (do not preface with article Athe@)
- vacation Bible school (but VBS) vacation church school (but VCS)
 vespers virgin Mary (but the Virgin) the Visitation (the festival) Vulgate
- weekday church school will (of God) the Wise Men Word (only as a
 synonym for Christ or the Bible ie God's Word; but the word of God to
 Moses) worship service the Writings (section of the Bible)
- Yahweh (preferred to Jehovah; avoid Jahweh) Yukon (do not preface
 with article Athe@)
- Worship terms
 - Capitalize names of or references to the Sacraments or rites, e.g. the
 Lord=s Supper, the Eucharist, Holy Communion, Holy Baptism,
 Baptism referring to Christian Baptism; but lowercase when referring to
 the act, e.g. Her baptism was in January/a baptism of fire/Jesus=
 baptism.
 - Capitalize names of specific services, e.g. the Service, Matins, Vespers,
 Morning Suffrages.
 - Capitalize parts of a service when they are used as titles, e.g. The
 Confession of Sins, Second Lesson.
 - 4. Lowercase general references to worship and to religious services,
 e.g. a confession of sins, a service of worship, the liturgy, marriage,
 ordination, divine services, confirmation, installation.