



Mennonite Church Canada 2017 Special Delegate **Assembly**

PROCLAIMING: Activity of the Spirit

299 New earth, heavens new

ALEXANDRA 56, 56, 56 with refrain



1	New	earth,	heav - ens	new,	Spir - it
2	New	love,	mer - cies	new,	Spir - it
3	New	minds,	wis - dom	new,	Spir - it
4	New	earth,	heav - ens	new,	Spir - it

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Covenant New: Discernment Guide Special Assembly 2017

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Guidelines

How To Use This Discernment Guide

This booklet contains the discernment topics we will address.

Please read through these discernment topics carefully and come prepared to participate.

A more detailed agenda can be found in the Program Book, which will be available onsite, and in advance electronically via futuresdirectionsmc.ca and mennonitechurch.ca.

We hope that you find this Discernment Guide to be a helpful way of visualizing the depth and breadth of your national church and the work that we do together.

Introduction

This Discernment Guide contains documents central to discussion and decision-making at the upcoming Special Assembly. Immediately following is the Covenant New Report that summarizes the process undertaken since adoption of the Future Direction Task Force Report and Addendum at Assembly 2016 in Saskatoon, the results of the process, and the areas for input or decision-making.

A. Structure Related Appendices

Appendix 1: Structure Summary

This is a brief description of the main points of the proposed new structure, for delegate discussion and affirmation.

Appendix 2: Implementing Bylaw

The full text of the proposed bylaw that implements the Structure described in Appendix 1. Delegates will be asked to review and approve the Bylaw.

Appendix 3: Covenant

The full text of the proposed Covenant among the Regional Churches that establishes their relationships in forming MC Canada. This is primarily a relational document. Delegates will be asked to accept the Covenant in principle and commend it to the Regional Churches for finalizing and signing.

Appendix 4: Operating Agreement

The full text of the proposed Operating Agreement among the Regional Churches that defines how they will work together. This working document is for information and comment. It is meant to be a dynamic document, subject to revision as the Regional Churches live into the new structure. Delegates will be asked to affirm the spirit of the Operating Agreement.

That is followed by a series of Appendices, each of which speaks to matters requiring attention – some quite narrow in focus, others more broad. These can be thought of in three categories: those having to do with structure, those with program, and those that are operational, as follows:

B. Program Related Appendices

Appendix 5: Working Group Summaries

This appendix summarizes the activities of each working group, including their terms of reference, the outcomes of their work, and remaining questions and next steps that will need to be taken up after Special Assembly 2017. Delegates will be asked to identify comments, questions and wisdom to guide the work on these reports to be taken up following Assembly.

Appendix 6: International Witness Proposal

This is a proposal for the structure of International Witness. It was prepared by the Interim Council, following input from the Working Group as described in the International Witness Working Group summary (see Appendix 5). Delegates will be asked to approve the proposal in principle and commend it to the Joint Council.

C. Operations Related Appendices

Appendix 7: Financial Planning

A set of principles for financial planning and a draft financial plan for Fiscal Year 2019 based on these principles is set out in the Appendix. The financial plan is meant to give a likely picture of what financial resources are available. The actual numbers will change as more is learned about the level of financial support offered by Congregations. Delegates will be asked to approve in principle the planning principles and commend them for use in future financial planning.

Appendix 8: Slate of Officers

Content for this Appendix is not available at this time. The Nominating Committee has been asked to prepare a slate of officers consistent with the proposed Bylaw for presentation to the delegate assembly for consideration if the Bylaw is approved. If the Bylaw is not approved, the existing slate of officers and board would continue.

Covenant New Report

In preparation for Special Assembly 2017 (Oct. 13-15)

Mandate

In July 2016 the MC Canada Assembly meeting in Saskatoon passed the following motion:

That Mennonite Church Canada approve in principle the directions proposed by the Future Directions Task Force Final Report (FDTF)¹, and collaborate with the five Area Churches (British Columbia, Alberta, Saskatchewan, Manitoba, Eastern Canada) in developing a more integrated nation-wide church body along the lines envisioned to better resource all levels of our church in responding to God's call to live out and share the peace of Jesus Christ with local through global neighbours.

When the motion was presented and approved, a series of understandings of what the ongoing change process would look like were named:

- Prior to implementation there will be opportunity to vote on a more fully developed proposal no later than July 2018, with ongoing consultation with congregations in between;
- The final proposal will incorporate some form of Area Church delegate involvement in the governance of national agenda and priorities;
- The final proposal will include provision for national gatherings for study, fellowship, worship and discernment;
- Formal conversation will be undertaken (e.g. via working group, conference or other means) to review our future vision and strategy for international relationships and witness, addressing questions in the Addendum and related matters, to be completed by December, 2017)
- The final proposal will include concrete provisions that recognize and respond to the vulnerability of smaller Area Churches; and
- Formal conversation will be undertaken (e.g. via working group, conference or other means) to build on the Report and engage congregations to: (a) dream about how to live out the gospel of Christ locally, across Canada and abroad; (b) think creatively on how congregations can resource our common life together in being the church; and, in the short term, (c) work together and generously support our mutual ministry and transition from where we are to where God invites us to be.

In October 2016, the Interim Council appointed Keith Regehr (retained through L3 Consulting Group) as Transition Coordinator to give guidance to implementing this motion.

The Interim Council, composed of the five Area Church Moderators, the MC Canada Moderator and Vice Moderator gave overall leadership to the process. The Executive Staff Group (ESG), composed of the executive leaders of the five Area Churches, the Executive Director of MC Canada and the Chief Administrative Officer of MC Canada were mandated by Interim Council to give staff leadership to the process, with regular reporting to the Interim Council.

As the work of action on the motion began, the process was named "Covenant New" to distinguish it from the preparatory work of the Task Force.

Context

The work of The Future Directions Task Force, formed in 2012 set the stage for the Covenant New process. Its report addressed two questions: What is God's Spirit calling us to in the 21st Century? And, what are the best ways (programs, structures, strategies) for the church to thrive and grow?

Six objectives for the task force were named:

- Take stock of the various factors affecting the work of the church,
- Discern broad directions where God's Spirit seems to be calling the church,
- Identify particular opportunities for church growth as communities of grace, joy and peace,
- Articulate a robust set of program emphases for the church at its various levels to thrive and grow,
- Identify strategies and structures to sustain proposed program emphases for the foreseeable future, and
- Formulate recommendations on these for MC – Canada, British Columbia, Alberta, Saskatchewan, Manitoba and Eastern Canada.

¹ See <http://www.commonword.ca/ResourceView/43/18226> and <http://www.commonword.ca/ResourceView/43/18591>

In its report, the Task Force named four key pieces to the new structure that they envisioned:

- Vital and spiritually healthy congregations
- Regions as catalysts for calling leaders, creativity in mission, encouraging diversity, innovating in models of being church, and others
- A simpler, integrated body with regions covenanting to work together on common priorities
- A simpler sustainable structure where congregations are members of a region, and regional leaders meet together to align vision, theological identity and programming.

This vision for what the church would look like takes into account the deep changes facing the church as the world around it shifts, shifts that are arguably as deep as those that faced the church in the Reformation in the early 16th century.

As secularism deepens, the church is pushed ever further to the margins of society. As mistrust in institutions deepens, the church is seen as just one more damaging institution. As individualism deepens and the choices available for our time increase, the meaning of regular attendance shifts to being in church once a month. As charitable giving is more and more driven by marketing and the immediacy of social media, fewer people engage in committed regular giving to the church.

All these changes call for the church to rethink how it structures itself and how it engages the world. This does not mean that the church abandons all its historical practices and connections. It does mean that the church must adapt, as it has adapted so often in its history.

The Task Force framed its report as describing the adaptation the church (locally, regionally, and nationally) needs to make in order to flourish in new ways in this new context. The Covenant New process builds on that report and an understanding of the 21st century context to describe in detail the new structure for the church and its ministry.

What work was done?

The major work of the Covenant New process called for developing the structure model, developing the working groups including their mandate and membership, clarifying the ways the Regional Churches will work together and seeking feedback into the process.

Early in the Covenant New process it was decided that waiting until the regularly scheduled Delegate Assembly in July, 2018 was not possible. To do so would create too long a transition process and create too much financial risk. It was decided to hold a Special Assembly in October 2017. This significantly shortened the timeframe for the work to prepare delegates for the next round of decisions.

Website and Facebook Group

Early in the Covenant New process a website (www.futuredirectionsmc.ca) and a Facebook group were set up to facilitate communication with the church across the country, to enable conversation about the process and to gain insight and feedback.

Emerging Voices Initiative:

In early fall 2016 the leaders in the Emerging Voices Initiative (EVI) approached MC Canada leadership asking how they could be helpful. Out of that request grew a series of workshops across MC Canada, at least one in each Area Church, led by EVI. These workshops invited those attending to speak of their hopes and fears for the change process and to offer input to those leading the Covenant New process. All the workshops were attended by the Transition Coordinator and the MC Canada Executive Director. The feedback from these workshops was collected and sent to the Transition Coordinator.

Preliminary Proposal

Through the end of 2016 the Transition Coordinator in conversation with ESG and Interim Council developed a preliminary structure proposal. This proposal was tested with each Area Church board. This resulted in feedback for the next version of the proposal. This proposal was also presented to each Area Church Annual Delegate Session. Feedback was solicited in plenary discussion, small group discussion, and workshop conversations. This feedback was collected and sent to the Transition Coordinator. In addition, feedback on the proposal came through emails and the Facebook group. All this feedback was collated into themes and was used in subsequent revisions to the proposal.

Working and Reference Groups

A list of eleven topics for Working and Reference Groups was developed:

- Camp Program Working Group
- Canada Witness and Relationships Working Group
- Communications Working Group
- Congregational Life and Vitality Working Group
- Community of Spiritual Leadership Working Group
- Vision and Identity of a National Church Working Group
- International Witness and Relationships Working Group
- Governance Reference Group
- Finance Reference Group
- Higher Education Reference Group
- Listening Group

These groups were meant to provide advice and input to Interim Council on various issues related to the work and ministries of the church. Terms of reference were prepared and lists of possible members were developed in late 2016. The process of inviting members to the groups took some time as replacement names needed to be identified for those who were unable to participate. Most of the groups were up and running by mid to late February. They did their work over the next few months and the reports came in throughout May and early June.

The full text of the working groups can be found at futuresdirectionsmc.ca/working-group-full-length-reports/.

The delegates at Special Assembly 2017 will be given time for discussion of the Working Group reports. There will be time to offer insights and wisdom to Joint Council regarding the reports. In addition, there will be specific questions regarding some of the reports that the delegates will be asked to speak to. These reports and the delegate input will serve to frame parts of the work of the proposed Joint Council through the next stage of the process.

Final Documents

The primary work during late May into July has been the drafting of this Report and other final documents (bylaw, covenant, operating agreement, etc.) for Assembly.

Outcomes

The result

This work has led to the development of:

- A proposed new structure (which requires new bylaws) in which the Regional Churches come together to form MC Canada, and jointly define the priorities for the work of the nationwide church.
- A proposed new covenant among the Regional Churches that describes the ways they will relate to each other in forming MC Canada.
- A proposed new way of engaging international ministry that is tied more deeply to congregational and Regional Church energy and vision.
- A collection of Working Group reports that will inform post assembly discussions about the mission and ministry of the church.
- A proposed new operating agreement among the Regional Churches that describes how they will work together to shape and guide the nationwide church.
- A proposed new way of funding the work that the Regional Churches do together in the nationwide church that is rooted in congregational giving to the Regional Churches.

How do the recommendations respond to what the Covenant New process heard from you?

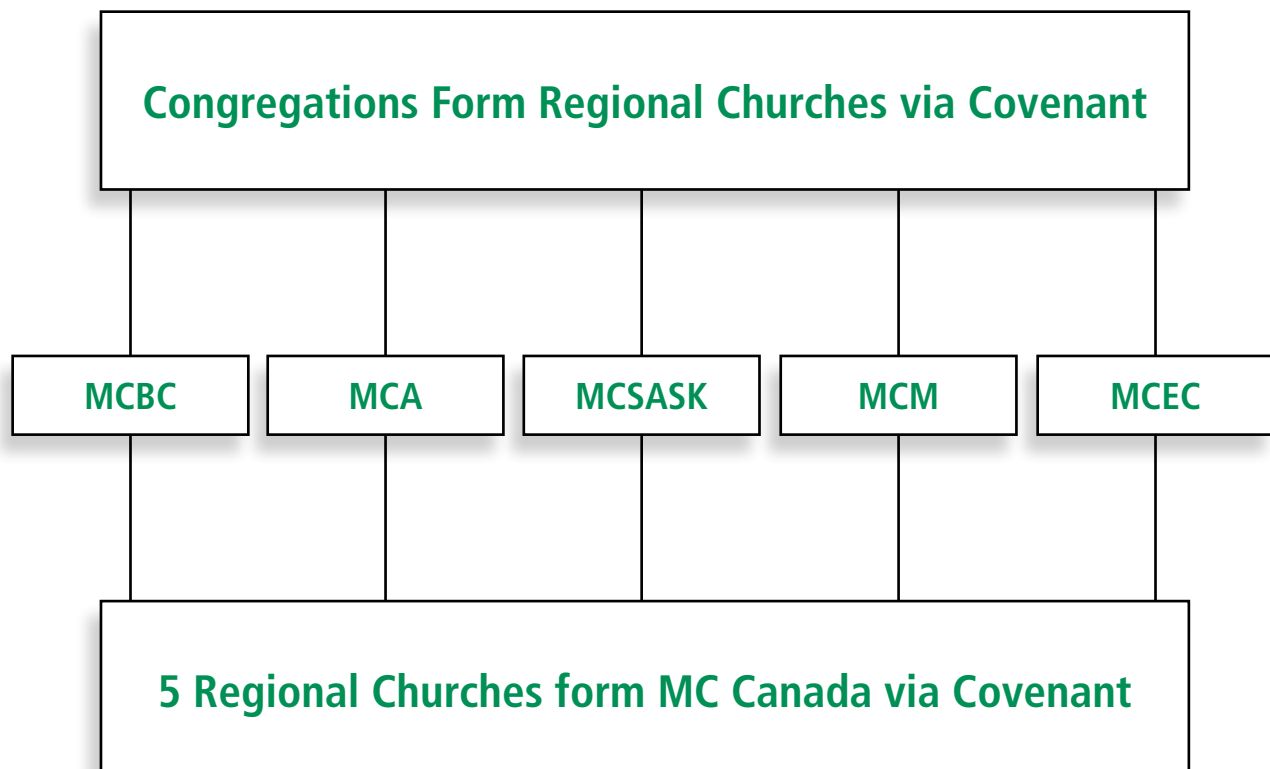
The Future Directions Final Report and Addendum (<http://futuresdirectionsmc.ca/documents/>), approved at Assembly 2016 in Saskatoon, laid out general principles and directions that bring us to today.

Since then Interim Council and the Area Churches approved a preliminary Covenant New proposal that was circulated for feedback. The following themes have risen to the surface as a result of feedback from congregations and individuals through Emerging Voices Initiative workshops and Area Church gatherings, Area Church leaders and staff, MC Canada leaders and staff, many lengthy conversations among leaders at Area Church and Nationwide Church levels, and conversations in ecumenical settings. These themes are expressed together with actions that call for structural changes:

- **Refocus around the mission of God:** *The church exists as a community of God's people for the world; all levels of the church turn their faces to the world as expressed in Vision: Healing and Hope.*
- **Reorientation to the local congregation:** *Increased attention by Regional Churches to congregational vitality; increased emphasis on tying support for international ministry to congregational energy.*

- **Shift in allocation of resources and program:** *All fundraising through the Regional Churches; financial sharing among the Regional Churches; program priorities set by the partnership of Regional Churches; Regional Churches channel funds from congregations to national priorities.*
- **Focus on the Regional Churches to support the congregations and link congregations to the Nationwide Church:** *Regional Churches governed by congregations through delegates at annual meetings; program allocated among Regional Churches and Nationwide Church, with some program shifted to the Regional Churches; Regional Churches focus on mission formation, supporting pastoral leaders, congregational health, worship and fellowship.*
- **The Nationwide Church as the speaker for the whole at the direction of the Regional Churches and as the holder of identity as defined by the collective of Regional Churches and congregations:** *The Nationwide Church is governed directly by the Regional Churches through a Joint Council; Delegate Gathering is made up of Regional Church board members and other delegates appointed by Regional Churches; national gatherings for connection, worship, study; Community of Spiritual Leadership to meet for connection and learning.*
- **Staff Role:** *Greater emphasis on staff leadership under direction of Joint Council*
- **Shift in Decision Making:** *More decision making at the Regional Church level, with Joint Council offering recommendations to Regional Churches; Joint Council responds to priorities identified by the Regional Churches*
- **Program:** *Tied more closely to congregational energy and discernment*

Collectively, the descriptions in the points above necessitate a significant structural change: Instead of MC Canada being formed and operated independent of Area Churches and Congregations, as is now the case, MC Canada will be formed as the result of a covenant among Regional Churches (formerly "Area Churches"). This structure bestows ownership of the Nationwide Church (formerly "National Church") and agenda to Regional Churches, via congregational delegates at annual meetings of the Regional Churches. A simple organizational chart appears below.



The key outcomes of this process are as follows:

- A fully described model that responds to the FDTF call for an integrated structure in which congregations are members of Regional Churches and the Regional Churches collaborate to shape the nationwide agenda
- A bylaw that creates the leadership and governance bodies in the model
- A revised covenant that frames the relational commitments made by the Regional Churches to work collaboratively for the good of the church at all levels.
- An operating agreement that describes in detail how the Regional Churches will work together
- The working groups provided important input to Interim Council on the various ministries of the church. They were not able to address all the questions in their terms of reference. The remaining questions have been identified for the Joint Council to take up after Special Assembly 2017.
- Because the International Witness Working Group was unable to reach consensus on a model for the structure of International Witness, the Interim Council prepared a proposal to bring to Special Assembly.
- A financial planning guideline was developed for presentation to Special Assembly 2017, together with a preliminary financial plan
- Slate of officers for the new structure.

What Next?

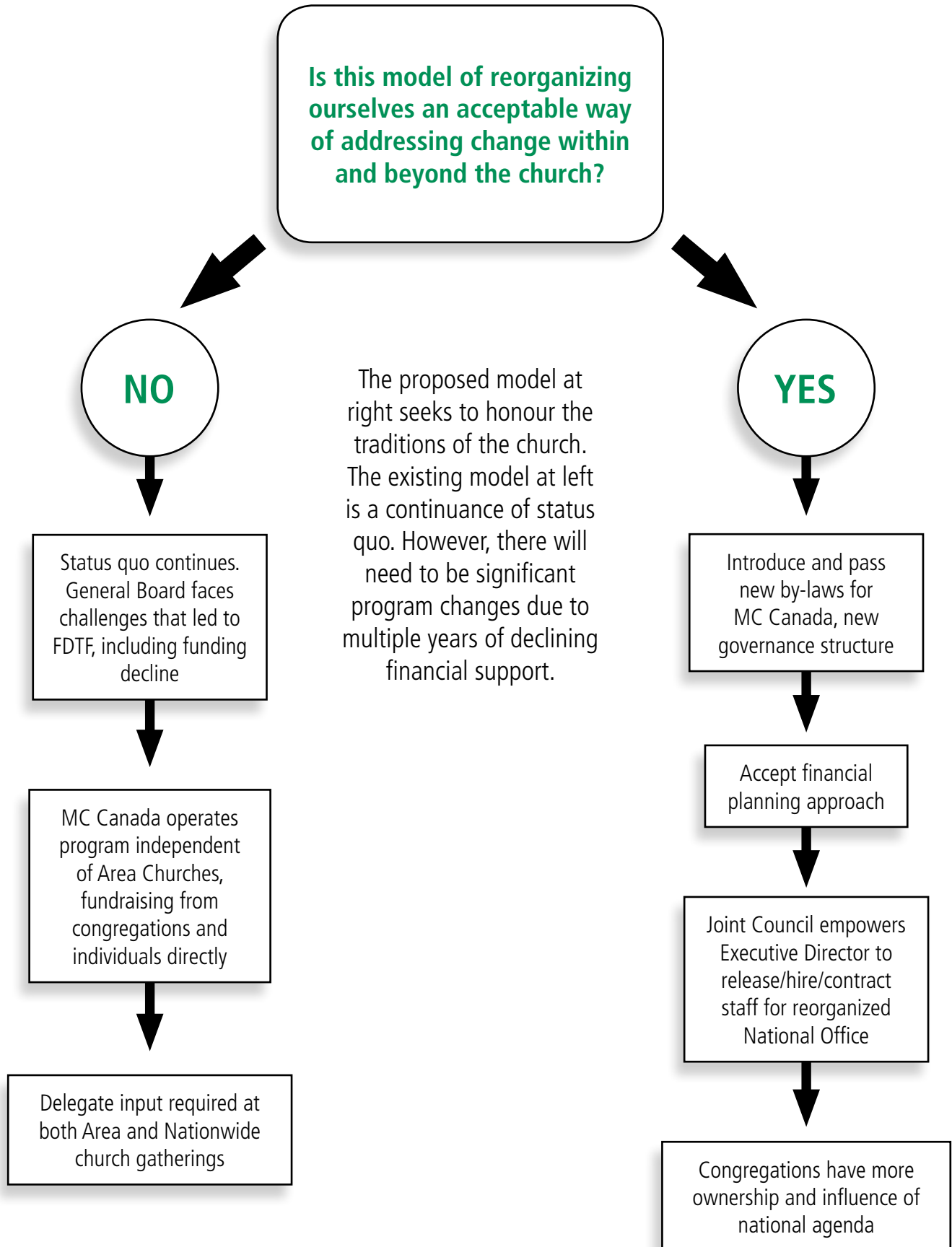
The transition to the new structure requires that the Special Delegate Assembly make the decisions to bring this new way of being together into existence:

- The New Structure: The delegates will be asked to approve in principle the new structure.
- Implementing bylaw: If the delegates accept the new structure they will be asked to approve the new bylaw that will bring it into existence.

If the new bylaw is passed, the following decisions will then need to be made (relevant documents available in the Discernment Guide):

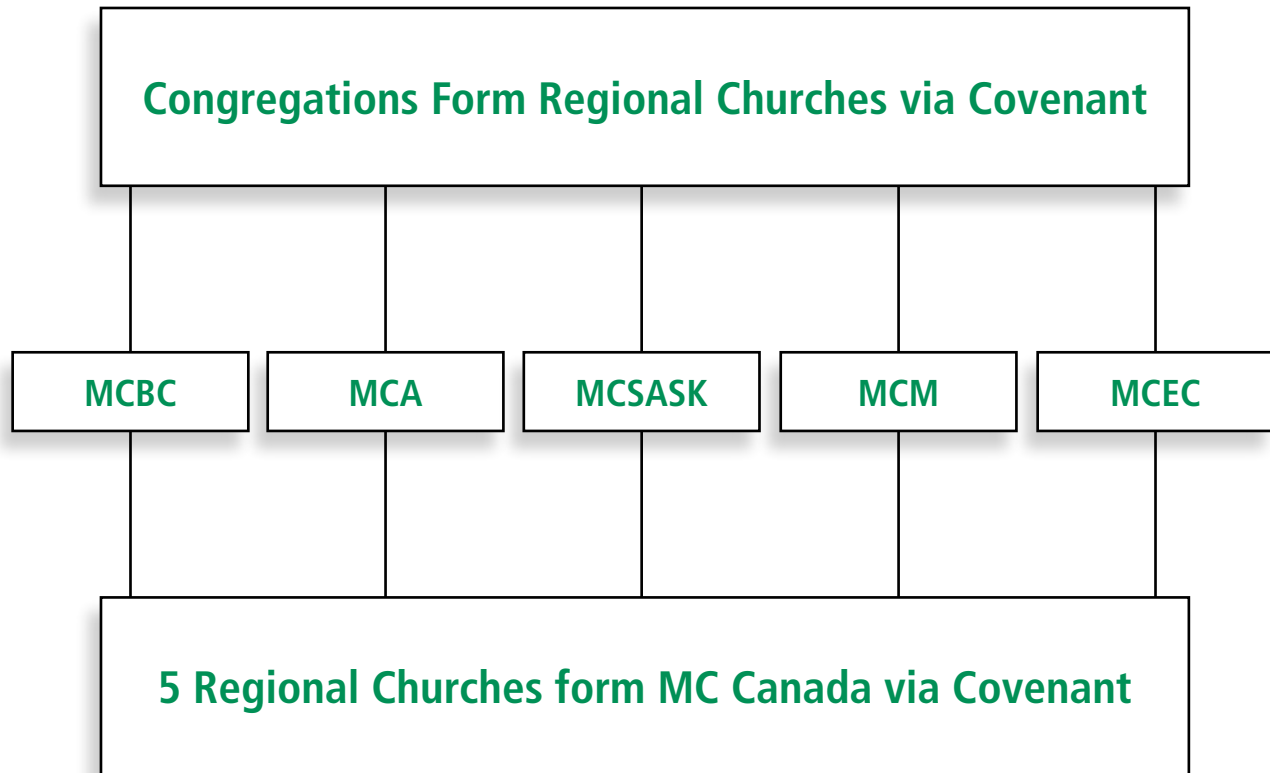
- Draft Covenant describes the relationships among the Regional Churches: The delegates will be asked to provide feedback on the covenant and to affirm the direction it sets.
- Draft Operating Agreement describes in detail how the Regional Churches will work together: The delegates will be asked to provide feedback on the operating agreement and to affirm the direction it sets.
- Working Group input has provided valuable insight to Interim Council: The delegates will be asked to provide feedback on the activity of Working Groups and to commend them to Joint Council as it continues the implementation of new structure.
- International Witness Structure Proposal was developed by Interim Council in response to the report of the International Witness Working Group and FDTF Final Report and Addendum: The delegates will be asked to provide feedback on the Proposal and to affirm the direction it sets.
- Financial Planning Principles and Financial Plan: The delegates will be asked to provide feedback on the principles and the plan and to commend them to Joint Council for further work as it leads the nationwide church.
- Officers: The delegates will be asked to elect the Officers of the MC Canada Joint Council

Decision making implications



Appendix 1

Structure Summary



Structure is a container that exists to create organizational space for our mission and vision. The proposed structure has the following key components:

- Regional Churches are members of MC Canada and send representatives to MC Canada leadership groups.
- The Delegate Gathering is made up of representatives of the Regional Churches and is responsible for the overall functioning of MC Canada.
- The Joint Council is made up of two people from each Regional Church, the Moderator and one other person who is not a member of the Regional Church Board. The Delegate Gathering elects three officers. The Joint Council provides supervision of the Executive Staff and is responsible for the good functioning of MC Canada.
- The Executive Committee of the Joint Council deals with emergency matters, tests recommendations prior to presentation to the Joint Council, and other matters that require confidentiality.
- The Executive Staff Group is made up of the lead staff person of each Regional Church and MC Canada. It ensures good coordination among the Regional Churches and the partnership that is MC Canada.

**Mennonite
Church
Canada**

General Operating By-law

Last Updated _____ 2017

PART I – DEFINITIONS

1. Definition of Terms

1.1. In this By-law, unless the context otherwise requires:

- a. **“Act”** means *The Act of Incorporation of the Conference of Mennonites in Canada*, as amended by *An Act to amend the Act of Incorporation of the Conference of Mennonites in Canada*, and including any statute or regulations that may be substituted, as amended from time to time;
- b. **“Bylaw”** means any By-law of MC Canada from time to time in force and effect, including this General Operating By-law;
- c. **“Congregation”** means a body of persons who have responded to the call of Christ in repentance and in faith, who symbolize their unity through the practice of baptism and communion, and who are visibly grouped for the express purpose of implementing their obedience to Christ as head of the church;
- d. **“Congregation Member”** means a person who is a member of a Congregation of a Regional Church;
- e. **“Covenant”** means the Covenant that is accepted and entered into by each Regional Church that becomes a member of MC Canada;
- f. **“Delegate Gathering”** means a regular meeting or a special meeting of the delegates appointed by each Regional Church, and such other persons as may be entitled or invited to attend at such Delegate Gathering in accordance with this By-law;
- g. **“Executive Minister”** means the Executive Minister of MC Canada;
- h. **“Joint Council”** means that which is set out in Section 17 below;
- i. **“MC Canada”** means Mennonite Church Canada;
- j. **“MC USA”** means Mennonite Church USA;
- k. **“Membership”** means the collective Membership of MC Canada;
- l. **“Moderator”** means the person whom possesses the leadership role in MC Canada or in a particular Regional Church, as the case may be;
- m. **“Officer”** means an officer of MC Canada as described in Section 21 below;
- n. **“Policy Statements”** mean the Policy Statements of MC Canada adopted under MC Canada’s constitution from time to time concerning practical applications of biblical principles and Christian conduct;
- o. **“Provisional Membership”** means that which is set out in Section 5 below.
- p. **“Regional Church”** means a body of Congregations that have covenanted to form a denominational expression of the church, and that have joined the Membership of MC Canada by having agreed to work together with the other Regional Churches in the spirit of partnership and for the betterment of the collective Membership of MC Canada and further by having accepted and entered into the Covenant among the Regional Churches.

PART II – MEMBERSHIP

2. Eligibility for Membership

- 2.1. A Regional Church in Canada which is guided in their faith and life by the Confession of Faith in a Mennonite Perspective, supports the Vision Statement and the Identity and Purpose Statement of MC Canada and accepts this By-law is eligible to become a member of MC Canada.
- 2.2. Any Regional Church that wishes to become a member of MC Canada is invited to submit a request in writing to the Executive Minister, who will then submit such request to the Joint Council which will, in turn, present the request and a recommendation at a Delegate Gathering for consideration and approval, as the case may be.

3. Rights and Privileges of Members

- 3.1. Membership in MC Canada entitles Regional Churches to:
 - a. appoint and send delegates to a Delegate Gathering, with such delegates having the right to vote thereat;
 - b. representation on the Joint Council in the manner prescribed in this By-law; and
 - c. participate in the programs of and receive services from MC Canada.

4. Expectations of Members

- 4.1. Regional Churches are expected to:
 - a. give faithful attention to the Scriptures;
 - b. be guided in their faith and life by the Confession of Faith in a Mennonite Perspective;
 - c. uphold statements of Christian faith and life made by MC Canada from time to time;
 - d. enter into and adhere to the Covenant;
 - e. support the Vision Statement and the Identity and Purpose Statement of MC Canada and accept this By-law;
 - f. respond to the invitation to become engaged in mission and service;
 - g. support the programs of MC Canada and contribute to the spiritual life and growth of MC Canada by participating in MC Canada's life and work;
 - h. participate in the church's life and mission through generous contributions of time and personal resources, all in commitment to Jesus Christ in response to the grace of God and in loving service to the church in which the Holy Spirit lives and works;
 - i. support the Vision Statement of MC Canada, which expresses that God calls us to be followers of Jesus Christ and, by the power of the Holy Spirit, to grow as communities of grace, joy and peace so God's healing and hope flow through us to the world; and
 - j. assume all duties as defined in this By-law.

5. Provisional Membership

- 5.1. Provisional Membership in MC Canada is open to any Regional Church which:
 - a. meets the eligibility requirements contained in this By-law; and
 - b. is not ready for full Membership in MC Canada but which wishes to evaluate the meaning of full Membership for itself.
- 5.2. Provisional Membership:

- a. may be requested in writing to the Executive Minister, who will submit such request to the Joint Council which will, in turn, present the request and a recommendation at a Delegate Gathering for consideration and approval, as the case may be;
- b. is restricted to a maximum of five (5) years;
- c. carries with it the expectations listed in Section 4 of this By-law;
- d. provides all of the rights and privileges of Membership listed in Section 3 of this By-law, except that:
 - i. delegates of provisional members are not entitled to vote at a Delegate Gathering;
 - ii. Congregation Members of Regional Churches that are provisional members may be appointed to a ministry, committee and/or other advisory body of MC Canada, but they may not serve on the Joint Council; and
 - iii. participation in programs and services of MC Canada, and the costs associated with such programs and services, will be negotiated on a case-by-case basis.

6. Removal of Members

- 6.1. A Regional Church may be removed from Membership in MC Canada only by delegate action on the recommendation of the Joint Council, and such recommendation may only be made after the Joint Council has followed the procedures that may be defined in any documents, guidelines and/or policies adopted by MC Canada from time to time to guide it in times of disagreement in order to try and resolve matters with the Regional Church, doing so in a way that would avert the need for a recommendation of removal of the Regional Church from Membership in MC Canada.
- 6.2. Any such action to remove a Regional Church from Membership in MC Canada shall be done in the spirit of the Covenant and any Operating Agreement that may be entered into by the Regional Churches.

PART III - DELEGATE GATHERINGS

7. Representation at Delegate Gatherings

- 7.1. Each Regional Church shall be entitled to have the following delegates attend at a Delegate Gathering on its behalf:
 - a. two (2) delegates, as appointed by each Regional Church.
- 7.2. Notwithstanding Section 7.1 above or anything else contained in this By-law, in every second year, each Regional Church shall be entitled to have the following delegates attend at a Delegate Gathering on its behalf:
 - a. six (6) members of the board of directors of each Regional Church;
 - b. five (5) delegates, as appointed by each Regional Church; and
 - c. such additional Regional Church delegates as may be appointed by each Regional Church on the basis of one (1) delegate per one thousand (1000) Congregation Members, rounded upward to the next one thousand. For example, if a Regional Church has 2100 Congregation

Members, it shall be entitled to appoint three (3) additional delegates. If a Congregation does not maintain a formal membership list of its Congregation Members, then the number of regular attendees (as such may be defined by the Congregation) of the Congregation shall be relied upon in place of the number of Congregation Members for the purposes of this section.

7.3. Delegates must be Congregation Members. There are no other restrictions on who may be a delegate.

8. Duties and Powers of Voting Delegates

8.1. The delegates entitled to vote and be present at a Delegate Gathering shall:

- a. have the authority to act on behalf of MC Canada;
- b. discern MC Canada's participation in God's work as reflected in MC Canada's Vision Statement and in its Identity and Purpose Statement;
- c. debate issues facing the church and, from time to time, issue statements, including, but not limited to statements pertaining to faith and life, position statements, and statements to governments;
- d. discuss and approve Policy Statements on such matters as are deemed necessary from time to time by the Joint Council;
- e. review the work and ministry of MC Canada;
- f. approve the budgets of MC Canada;
- g. receive the Joint Council's recommendation on the appointment of an auditor to hold office until the close of the next regular Delegate Gathering, and accept or reject such recommendation;
- h. consider and accept or reject the financial statements of MC Canada and the auditor's report;
- i. receive the Joint Council's recommendation and accept, reject or remove Regional Churches as members or as provisional members of MC Canada;
- j. elect MC Canada's Officers and members of the Nominating Committee;
- k. make By-laws of MC Canada, amend By-laws as deemed appropriate and monitor adherence to those By-laws; and
- l. review the work performed by the Joint Council between Delegate Gatherings and ratify the same.

9. Delegate Gatherings

9.1. Regular Delegate Gatherings shall be held:

- a. annually, though the Joint Council may from time to time call additional Delegate Gatherings as it deems necessary; and
- b. at such place as may be determined by the Joint Council from time to time.

9.2. The purpose of regular Delegate Gatherings shall be to:

- a. receive written reports from the Joint Council as well as any committees, ministries and/or other advisory bodies of MC Canada with respect to their yearly activities, plans and relevant financial statements for consideration by the delegates;

- b. act upon the slate of nominees for elected positions, as presented by the Nominating Committee of MC Canada and to hold such elections, except where the Joint Council determines it is necessary to hold such elections at a special Delegate Gathering; and
 - c. transact any other necessary business.
- 9.3. A special Delegate Gathering may be called from time to time by the Joint Council, at such time and at such place as may be determined by the Joint Council. Notwithstanding Section 7.1 above or anything else contained in this By-law, representation at a Special Delegate Gathering shall be as described in section 7.2.
- 9.4. In the event that the Moderator of MC Canada and the Assistant Moderator of MC Canada are absent from a Delegate Gathering, then the delegates who are present and entitled to vote at such Delegate Gathering shall choose one of their number to chair the meeting.
- 9.5. In the event that the Joint Council calls a Delegate Gathering, the Joint Council may determine that the Delegate Gathering shall be held entirely by means of telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the Delegate Gathering.
- 9.6. In the event that MC Canada chooses to conduct a Delegate Gathering as set out in section 9.5, any person participating by such means is deemed to be present at the Delegate Gathering. Notwithstanding any other provision of this By-law, any delegate participating in a Delegate Gathering who is entitled to vote at such gathering may vote by means of any telephonic, electronic or other communication facility that MC Canada has made available for that purpose.

10. Notice of Delegate Gatherings

- 10.1. The date and place of the next regular Delegate Gathering shall be announced at the conclusion of each regular Delegate Gathering.
- 10.2. Notice of a special Delegate Gathering shall be given to Regional Churches not less than twenty-one (21) days in advance.

11. Voting at Delegate Gatherings

- 11.1. The quorum for a Delegate Gathering shall be at least fifty percent (50%) of all delegates entitled to be at such Delegate Gathering, present in person. If a quorum is present at the opening of a Delegate Gathering, then the delegates present may proceed with the business of such Delegate Gathering even if a quorum is not present throughout the said Delegate Gathering.
- 11.2. The business of a Delegate Gathering may be conducted:
 - a. by consensus, without a formal vote;
 - b. by a show of hands, at the discretion of the chairperson of the Delegate Gathering, or on the request of a voting delegate; or
 - c. by ballot vote when directed by the chairperson of the Delegate Gathering, or when a motion to require a ballot vote is passed by a majority of votes cast on such motion.
- 11.3. Unless otherwise provided for in this By-law, or if a motion to require a larger number is passed by a majority of votes cast on such motion, a simple majority of the votes cast is sufficient to carry a resolution.
- 11.4. In the event of a ballot vote, the votes shall be counted by tellers who have been appointed in advance.

PART IV – NOMINATIONS, ELECTIONS, TERMS OF OFFICE & VACANCIES

12. Qualifications for Elected Positions

- 12.1. Each person nominated for an elected position must be a Congregation Member.
- 12.2. In the event that an elected person ceases to be a Congregation Member, that person's term shall be deemed to have expired immediately at that point.
- 12.3. No person may hold more than one elected position at the same time. Where a person who holds an elected position is elected to another elected position, that person is deemed to have resigned from his or her previously held elected position.
- 12.4. Staff of MC Canada are not eligible for election to an elected position in MC Canada.
- 12.5. Moderators and staff of each Regional Church are not eligible for election to an elected position in MC Canada.
- 12.6. Any question of eligibility for election shall be resolved by the Joint Council.

13. Nominating Committee

- 13.1. For each regular Delegate Gathering, each Regional Church shall nominate one (1) person to the Nominating Committee.
- 13.2. The Nominating Committee shall:
 - a. in advance of a Delegate Gathering where elections are to be held, use its best efforts to prepare a slate of nominees consisting of one (1) nominee for each elected position that needs to be filled;
 - b. recommend, upon the request of a committee, ministry and/or other advisory body of MC Canada, as the case may be, persons to serve on such committee, ministry and/or other advisory body of MC Canada, as the case may be; and
 - c. on request, suggest to the Executive Minister names of candidates for vacant MC Canada staff positions.

14. Election Procedures

- 14.1. The Nominating Committee will receive further nominations at a Delegate Gathering if:
 - a. such nomination is endorsed by five (5) voting delegates;
 - b. the nominee has agreed to stand for the elected position; and
 - c. such nomination is presented to the Nominating Committee at least twenty-four (24) hours before the Delegate Gathering at which the election is scheduled to take place.
- 14.2. At least twenty-four (24) hours before the Delegate Gathering at which any elections are scheduled to take place, the Nominating Committee shall present its slate of nominees, including those nominated in accordance with Section 14(1) above, to the delegates.
- 14.3. Where only one (1) person has been nominated for a given elected position, that nominee shall be declared elected by acclamation.
- 14.4. Where multiple nominations have been received for any elected position, there shall be a ballot vote.

15. Terms of Office

- 15.1. Each member of the Joint Council appointed by a Regional Church in accordance with this By-law shall serve for such term as may be decided by his/her respective Regional Church.

- 15.2. Officers shall serve for two (2) year terms and shall be eligible to serve for up to three (3) consecutive terms.
- 15.3. A person's term begins at the end of the Delegate Gathering at which he or she is elected.

16. Vacancies

- 16.1. Where a vacancy occurs in any elected Officer position between regular Delegate Gatherings, such vacancy may be filled by the Joint Council, at its discretion, until the next regular Delegate Gathering.
- 16.2. Where a person has been appointed to fill a vacancy, the time spent completing that vacant term of office shall not be considered as a portion of any succeeding term.

PART V - JOINT COUNCIL

17. Composition of the Joint Council

- 17.1. The Joint Council shall consist of:
 - a. the respective Moderators of each Regional Church;
 - b. one (1) additional member appointed by each Regional Church. For greater certainty, such appointee shall not be a member of their respective Regional Church board; and
 - c. three (3) Officers elected by the delegates at a Delegate Gathering;

18. Meetings of the Joint Council

- 18.1. The Joint Council shall meet at least four (4) times per year.
- 18.2. If all of the members of the Joint Council consent, then a member or members of the Joint Council may participate in a meeting of the Joint Council by telephonic, electronic or other communications facility that permits all participants to communicate adequately with each other during such meeting. A member of the Joint Council participating by such means is deemed to be present at that meeting.

19. Duties and Powers of the Joint Council

- 19.1. The Joint Council shall:
 - a. act on behalf of MC Canada between Delegate Gatherings;
 - b. act as the legal representative of MC Canada, authorize such of its Officers and/or staff to sign contracts, cheques and other documents on behalf of MC Canada as the Joint Council may consider advisable, and prescribe the limits, if any, of such authority;
 - c. report to, and be accountable to its members at Delegate Gatherings;
 - d. between Delegate Gatherings, continue the process of discerning MC Canada's participation in God's work as reflected in the Vision Statement and the Identity and Purpose Statement of MC Canada;
 - e. Facilitate the development of MC Canada's identity and vision by its members.
 - f. create forums for interaction among the leaders of the Regional Churches;
 - g. direct and coordinate the work of the ministries, committees and/or other advisory bodies of MC Canada;
 - h. review financial statements and direct the preparation of budgets;

- i. make recommendations at regular Delegate Gatherings on the appointment of auditors for MC Canada;
 - j. appoint, evaluate, and if necessary terminate the Executive Minister;
 - k. at its discretion, fill vacancies in elected positions that occur between regular Delegate Gatherings;
 - l. process issues of Membership in MC Canada and make recommendations thereon at regular or special Delegate Gatherings;
 - m. foster relationships with national and international bodies, including appointments as appropriate to:
 - i. MC USA;
 - ii. Mennonite World Conference;
 - iii. Mennonite Central Committee;
 - iv. other Mennonite church bodies;
 - v. Canadian Council of Churches; and
 - vi. Evangelical Fellowship of Canada.
 - n. review periodically the policies and procedures of MC Canada and ensure each of MC Canada's ministries, committees and/or other advisory bodies is aware of applicable policies and ensure that new policies are added as they are created;
 - o. set long range goals and strategies to achieve those goals;
 - p. plan, organize and call regular or special Delegate Gatherings;
 - q. appoint other ministries, committees and/or advisory bodies of MC Canada at any time and delegate to such entities any powers and authority in the management of the conduct and affairs of MC Canada, provided that the task of any such entity not interfere with or be inconsistent with the delegated authority of the ministries, committees or other advisory bodies established by this By-law;
 - r. Oversee the administration and operations of MC Canada and oversee expenditure of MC Canada funds in general in accordance with the approved annual budget; and
 - s. do any other thing which is likely to support and promote the mission of MC Canada.
- 19.2. No member of the Joint Council shall place himself or herself in a position where there is a conflict of interest between his or her duties as a member of the Joint Council and his or her other interests. A member of the Joint Council who is in any way directly or indirectly interested in a contract or transaction, or proposed contract or transaction with MC Canada, or who in any way finds himself or herself in a position where there is a conflict of interest or a potential conflict of interest shall declare such conflict of interest fully at a meeting of the Joint Council and withdraw from any discussion or vote thereon.

20. Joint Council Governance

- 20.1. The Joint Council shall formulate and adopt rules of procedure and governance under which it shall operate.

PART VI – OFFICERS

21. Officers

- 21.1. The Officers of MC Canada shall be as follows:
 - a. Moderator;

- b. Assistant Moderator;
 - c. Secretary/Treasurer; and
 - d. Other, as applicable.
- 21.2. The Officers shall be elected by the delegates at a regular Delegate Gathering.

22. Duties of the Officers

- 22.1. The Moderator of MC Canada shall:
- a. preside at all Delegate Gatherings, whether regular or special;
 - b. chair all meetings of the Joint Council and of the Executive Committee;
 - c. act as the official representative of and spokesperson for MC Canada; and
 - d. exercise such other powers and duties as may be assigned to the Moderator of MC Canada by the Joint Council from time to time.
- 22.2. The Assistant Moderator shall assume the duties of the Moderator of MC Canada:
- a. in the absence or incapacity of the Moderator of MC Canada; or
 - b. at the request of the Moderator of MC Canada or of the Executive Committee.
- 22.3. The Secretary/Treasurer shall:
- a. be responsible for recording all minutes of Delegate Gatherings as well as meetings of the Joint Council and of the Executive Committee;
 - b. conduct any necessary official correspondence, if and as instructed by the Joint Council; and
 - c. oversee the Financial Policy and Audit Committee established by the Joint Council, and shall also perform such other duties as the Joint Council may specify.
- 22.4. The powers and duties of all other Officers, as applicable, shall be such as the terms of their engagement call for or the Joint Council requires. The Joint Council may from time to time, and subject to the Act, vary, add to or limit the powers and duties of any Officer.
- 22.5. The Officers shall be entitled to vote at a Delegate Gathering, provided that the Moderator shall only be permitted to exercise his or her vote in the event of an equality of votes.

PART VII – EXECUTIVE MINISTER

23. Appointment

- 23.1. The Executive Minister shall be appointed by the Joint Council.

24. Duties of the Executive Minister

- 24.1. The Executive Minister shall:
- a. lead and oversee the total program(s) of MC Canada;
 - b. hire and supervise the staff of MC Canada;
 - c. participate, without a vote, in meetings of the Executive Committee and the Joint Council;
 - d. receive and record the credentials of all voting delegates prior to each Delegate Gathering;
 - e. publish the proceedings of each Delegate Gathering; and
 - f. perform such other duties as the Joint Council may specify from time to time.

PART VIII - EXECUTIVE COMMITTEE

25. Composition of the Executive Committee

- 25.1. The Executive Committee shall consist of:
- a. the Officers; and
 - b. one (1) member of the Joint Council, to be appointed by the Joint Council from among its members, whose term shall be for one (1) year, and who shall be eligible to serve for up to six (6) terms.

26. Duties and Powers of the Executive Committee

- 26.1. The Executive Committee shall:
- a. act on behalf of the Joint Council with respect to emergency matters between meetings of the Joint Council;
 - b. provide counsel to the Executive Minister on matters that he or she may present;
 - c. deal with confidential matters in connection with MC Canada; and
 - d. report its activities to the Joint Council.

PART IX – FINANCIAL POLICY AND AUDIT COMMITTEE

27. Composition of the Financial Policy and Audit Committee

- 27.1. The Financial Policy and Audit Committee shall consist of three (3) persons, namely:
- a. the Secretary/Treasurer of MC Canada, who shall act as chairperson of the Financial Policy and Audit Committee; and
 - b. two (2) other persons selected by the Joint Council, and elected by the Delegate Gathering, whose term shall be for three (3) years, and who shall be eligible to serve for up to three (3) consecutive terms. For greater certainty, these persons need not be delegates to the Delegate Gathering.

28. Duties of the Financial Policy and Audit Committee

- 28.1. The Financial Policy and Audit Committee shall meet in person at least once annually and otherwise by teleconferencing as required to:
- a. review the financial statements (YTD) prepared by the staff of MC Canada and report to the Joint Council;
 - b. recommend financial policies and procedures as needed;
 - c. ensure that MC Canada has implemented appropriate systems to identify, monitor and mitigate significant business risks;
 - d. monitor the review of senior management's expense claims;
 - e. provide initial recommendations regarding the budgeting process for the upcoming year and review proposed budgets before submission to the Joint Council;
 - f. act as an audit committee with the following responsibilities:
 - i. review and recommend the appointment of the external auditor;
 - ii. review annually the audit plan and fees presented by the external auditor;

- iii. review the annual audited financial statements prior to submission to the Joint Council for their approval;
 - iv. *in camera* (privately held) meeting with the auditor;
 - v. review and report to the Joint Council the results of the external auditor's annual audit, including the management letter and significant issues encountered during the audit and how they were resolved; and
 - vi. review with management and the external auditors MC Canada's systems of internal control to ensure compliance with legal, ethical, regulatory and financial reporting requirements and report to the Joint Council as required.
- g. administer the MC Canada Pension Plan as part of the Pension Advisory Committee

PART X – OTHER COMMITTEES

29. Other Committees

- 29.1. The Joint Council may from time to time appoint any committee, ministry or advisory body it deems necessary or appropriate for such purposes and with such powers as the Joint Council sees fit. Any such committee, ministry or advisory body may formulate its own rules of procedure, subject to such regulations or directions as the Joint Council may from time to time make. Any member of any committee, ministry or other advisory body may be removed at the discretion of the Joint Council.
- 29.2. No member of any committee, ministry or other advisory body of MC Canada shall place himself or herself in a position where there is a conflict of interest between his or her duties as a member of such committee, ministry or other advisory body and his or her other interests. A member of any committee, ministry or other advisory body of MC Canada who is in any way directly or indirectly interested in a contract or transaction, or proposed contract or transaction with MC Canada, or who in any way finds himself or herself in a position where there is a conflict of interest or a potential conflict of interest shall declare such conflict of interest fully at a meeting of his or her committee, ministry or advisory body and withdraw from any discussion or vote thereon.

PART XI – OPERATIONAL MATTERS

30. Fiscal Year

- 30.1. MC Canada's fiscal year shall end on the 31st day of January in each calendar year.

31. Corporate Seal

- 31.1. The Corporate seal shall:
- a. have inscribed thereon Mennonite Church Canada; and
 - b. be affixed to such signed documents as the Joint Council considers necessary or advisable.

32. Indemnities

- 32.1. Every Officer, member of the Joint Council and/or member of a committee, ministry or other advisory body of MC Canada as well as their respective heirs, executors and administrators shall at all times be indemnified and saved harmless, out of the funds of MC Canada, from and against:

- a. all costs, charges and expenses whatsoever which such Officer or member sustains or incurs as a result of any claim, demand or proceedings made or brought against him or her for anything done, or omitted or permitted to be done, in the course of carrying out his or her responsibilities as an Officer or member, except for any costs, charges and expenses sustained or incurred by the Officer or member because of the wilful neglect of such Officer or member; and
- b. all reasonable costs, charges and expenses incurred by such Officer or member in the course of carrying out his or her responsibilities as an Officer or member.

PART XII –AMENDMENTS OF BYLAWS

33. Amendments to the bylaws

- 33.1. Notwithstanding Section 7.1 above or anything else contained in this By-law, this By-law may be amended at any regular or special Delegate Gathering where the representation of the members is as set out in Section 7.2; provided that the proposed amendments have been sent to the Regional Churches at least two (2) months in advance.
- 33.2. In order to pass, By-law amendments require a two-thirds (2/3) majority of the votes cast by the delegates at a Delegate Gathering.

34. Coming into force

- 34.1. This By-law comes into force at the conclusion of the Delegate Gathering at which it is adopted.
- 34.2. Any subsequent amendments to this By-law come into force at the conclusion of the Delegate Gathering at which they are adopted.

Approved: July 14, 2001
Amended: July 6, 2002
Amended: July 9, 2005
Amended: July 6, 2007
Amended: July 2, 2010
Amended: July 9, 2011
Amended: April 14, 2012
Amended: July 12, 2012
Amended: _____, 2017

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Appendix 3

Covenant

Mennonite Church Canada is a covenanted partnership among:

Mennonite Church Alberta
Mennonite Church British Columbia
Mennonite Church Eastern Canada
Mennonite Church Manitoba
Mennonite Church Saskatchewan

1. The overall mission of the partnership is the *Vision: Healing and Hope* statement.

Vision: Healing and Hope:

God calls us to be followers of Jesus Christ and,

by the power of the Holy Spirit,

to grow as communities of grace, joy, and peace,

so that God's healing and hope flow through us to the world.

We understand this to mean that we:

- a. Keep Jesus at the centre of our faith and test our decisions against what it means to be faithful followers of Jesus;
 - b. Rely on the Spirit to guide us in our discernment and to empower us to work together;
 - c. Seek in all our work and decision making to strengthen Congregations and Regional Churches to be communities of grace, joy and peace; and,
 - d. Assist Congregations and Regional Churches to be agents of God's healing and hope in the world.
2. In the spirit of the Confession of Faith in a Mennonite Perspective, Vision: Healing and Hope, and openness to the movement of the Holy Spirit, we covenant to:
 - a. Share resources to support national priorities
 - b. Uphold the Vision: Healing and Hope statement
 - c. Strengthen a sense of peoplehood
 - d. Bless and support each other's ministries as if they were our own and support the viability and strength of each Congregation and each Regional Church
 - e. Mutual prayer, discernment and worship
 - f. Align ourselves to what God is doing in the world
 - g. Foster Anabaptist identity across the Church
 - h. Engage in Anabaptist witness locally and globally
 - i. Cherish our relationships with each other.
 - j. Believe the best about each other.
 - k. Develop a nationwide agenda through
 - i) Attending to the needs identified by Congregations
 - ii) Attending to the needs identified in the global Anabaptist community

Review and Changes

Any partner may call for a review of all or part of this covenant at any meeting of the governance body for the partnership.
This covenant will be reviewed in its entirety one year after it is first signed and every three years thereafter.

Dated the _____ day of _____, 2017.

Mennonite Church Alberta

Mennonite Church British Columbia

Mennonite Church Eastern Canada

Mennonite Church Manitoba

Mennonite Church Saskatchewan

Appendix 4

Operating Agreement

Governing Roles and Responsibilities of the Regional Churches within MCCanada

This Agreement is entered into by MC BC, MCA, MCS, MCM, MCEC (the Regional Churches)

1) Introduction

- a) The Regional Churches comprising Mennonite Church Canada (MCBC, MCA, MCS, MCM, MCEC) have covenanted to join together as mutually supportive communities of grace, joy and peace to extend God's healing and hope at home, across Canada and internationally.

2) Purpose

- a) This Operating Agreement details the ways that Regional Churches will give effect to the Covenant, and how they will function within the structure as set out in the Bylaws.

3) Vision

- a) The *Vision: Healing and Hope* statement describes both the mission and direction of the Regional Churches and their work together as MC Canada
- b) The Regional Churches will assist each other to enhance the vitality of their member congregations, all Regional Churches and MC Canada to live give effect to *Vision: Healing and Hope*.

4) Covenant

- a) The Regional Churches have entered into a Covenant which describes how they want to be shaped by the Holy Spirit to live and work together in pursuit of the Vision within and through the entire MC Canada family.
- b) The text of the Covenant is incorporated into this agreement

5) Core Principles

- a) The Regional Churches and MC Canada are mutually inter-dependent, with:
 - i) The strength of MC Canada depending on the health of Regional Churches;
 - ii) The strength of the Regional Churches depending on health of MC Canada; and,
 - iii) The strength of each Regional Church depending on the health of the other Regional Churches.
 - iv) The strength of the Regional Churches depending on the health of their member congregations.
- b) The Regional Churches agree to live within the broader MC Canada family in relationships of mutuality and interdependence as described in the Covenant.
- c) The Regional Churches commit to seek the health of all Regional Churches and the health of MC Canada in their decision making, both individually and collectively, within the MC Canada structures.

6) Diversity

- a) The Regional Churches are committed to diversity within their own structures and those of MC Canada.
- b) The Regional Churches together will seek to maximize the valuing and presence of the diverse voices/constituencies within the church in the various structures comprising MC Canada.
- c) The Regional Churches agree to work together to implement diversity and inclusion goals.

- 7) Executive Staff Group
 - a) The Executive Staff Group (ESG) is made up of
 - i) the Executive Minister of MC Canada who chairs the ESG and,
 - ii) the Executive Director, Executive Minister, or Regional Church Minister of each Regional Church.
 - b) Leadership
 - i) The Executive Minister of MC Canada works with the other members of the ESG in developing the agenda for ESG.
 - ii) At the same time the Executive Minister of MC Canada has an eye to the health of the entire MC Canada family, and from this stance, shapes the agenda of the ESG so that attention is paid to the health of the family.
 - iii) This interplay of Regional and nationwide perspectives is to be done in a spirit of mutual respect and mutual submission.
 - c) The functions of ESG are to:
 - i) Provide staff level coordination of work of the Regional Churches and MC Canada,
 - ii) Provide church wide staff advice to Joint Council
 - d) While the individual members or ESG are accountable to their respective Boards, and owe their employers a fiduciary obligation to act in the best interests of their employer, within the spirit of the Covenant and this agreement, especially 5 above, they agree to act always in the interests of the health of the MC Canada family as a whole.
 - e) The ESG as a group is accountable to Joint Council through the Executive Minister of MC Canada.
- 8) Polity Understandings Guiding Discernment Within MC Canada a
 - a) Roles of Congregations include:
 - i) Pastoral response, mutual accountability, growth in discipleship for its membership
 - ii) Formation, calling to baptism and membership in the congregation
 - iii) Calling of gifts from within the congregation in collaboration with the Regional Church
 - iv) Mission and outreach to the community beyond the congregation
 - v) Calling of leadership to serve the congregation
 - vi) Marking life and faith transitions such as baptisms, births, marriages, deaths and others
 - vii) Developing and maintaining HR policies and practices for church staff
 - viii) Sending delegates to the Regional Church delegate gatherings
 - b) Roles of the Regional Church include:
 - i) Articulating and fostering a sense of corporate identity in the Regional Church
 - ii) Discerning the spiritual health, practical supports, and relational networks that will foster the health of the Regional Church community of congregations, both individually and collectively
 - iii) Collaborating with other Regional Churches in discerning how MC Canada can best support the health and mission of congregations
 - iv) Maintaining relationships and providing support to congregations involved in matters of discernment
 - v) Credentialing ministerial leadership and providing the administrative and accountability structures for ministerial leadership
 - vi) Oversight of ministry initiatives collectively owned by the congregations and implemented by the Regional Church (e.g. Schools, camps, church planting, church adoption, etc.)
 - vii) Developing and maintaining HR policies and practices for Regional Church Staff
 - viii) Appointing delegates to MC Canada delegate gatherings
 - ix) Ownership and care for Regional Church policies and documents

- c) Role of MC Canada includes:
 - i) Articulating and fostering a sense of corporate identity for MC Canada as a nation-wide body
 - ii) Providing the framework and protocols for Regional Church leadership to jointly explore and discern matters pertaining to the spiritual health of the church, including matters of common interest such as theology, practice, faith and life, nation-wide policy, etc.
 - iii) As jointly agreed upon, supporting nation-wide discernment by providing resources for congregational discernment that is facilitated by the Regional Churches
 - iv) Communication about Mennonite Church Canada to the broader church community and outside the church in the national and international context.
 - v) Oversight of ministry initiatives owned collectively by the Regional Churches and implemented by MC Canada (e.g. Witness initiatives)
 - vi) Hiring policy for nation-wide church staff
 - vii) Ownership and care for nation-wide policies and documents
 - viii) Providing support functions such as maintaining benefit plans, pension plan, HR support, for Regional Churches and congregations

9) Governance Structure

- a) Joint Council
 - i) The Bylaw provides that the Regional Churches send their Moderator and one other representative who is not a board member to sit on the MC Canada Joint Council.
 - ii) The Regional Churches agree that in appointing the non-Moderator Joint Council member they will coordinate with each other to:
 - (1) Maximize the range of governance skills on Joint Council
 - (2) Maximize the diversity in Joint Council membership.
 - (3) ESG will be responsible for engaging this coordination
- b) Delegate Gatherings
 - i) The Bylaw provides that Regional Churches appoint delegates to each Delegate Gathering.
 - ii) The Bylaw provides for two sizes of Delegate Gatherings, one with two members from each Regional Church (which will take place in odd numbered years), and others with a larger complement of representatives (Special Delegate Gatherings and regular Delegate Gatherings which will take place in even numbered years).
 - iii) For Delegate Gatherings in even numbered years:
 - (1) The Regional Churches will each include their non-Moderator Joint Council appointee as one of their delegates.
 - (2) The Regional Churches will each appoint their Moderator as one of the 6 board members sent as delegates.
 - (3) The Regional Churches will coordinate with each other to maximize:
 - (a) the range of expertise, knowledge, and experience of delegates; and,
 - (b) the diversity in the Delegate Gathering on other criteria such as gender, age, cultural backgrounds, etc.
 - (4) ESG will be responsible for engaging this coordination.
 - iv) For Delegate Gatherings in odd numbered years
 - (1) The Regional Churches will appoint their Joint Council appointees as delegates.
 - (2) The agenda will be limited to
 - (a) Approving the financial statements, approving the budget, and appointing the auditor.
 - (b) Other items for information.

10) Governance Principles

- a) The Regional Churches agree that policy, nationwide agenda, and priorities are to be established through the collaborative work of the Regional Churches in and through the Joint Council, assisted by the Executive Staff Group.
- b) The Regional Churches agree that they will animate the agreed nationwide agenda and priorities through regular attention to them at Regional Church Board meetings and at Regional Church delegate assemblies.
- c) The Regional Churches agree to give regular opportunities for their member congregations and individuals in those congregations to speak into nationwide agenda and priorities.
- d) The Regional Churches and the National Church acknowledges a special relationship with MC USA and will continue to collaborate with them in areas of theological discernment, leadership development, training and placement, as well as policy development as necessary

11) Communication

- a) MC Canada will speak on behalf of the whole as it relates to other Canadian and global bodies. MC Canada will also play a role in communication about the church as a whole to the church across Canada.
- b) The Regional Churches will communicate with their member congregations regarding actions of Joint Council, the nationwide agenda and nationwide initiatives. This will be done in a way that helps congregations understand the role of the Regional Church in shaping and funding these decisions and initiatives
- c) The Regional Churches agree to develop and work within a shared communication strategy that includes
 - i) Sharing of Regional Church resources in the development and implementation of MC Canada communication materials
 - ii) Development of an integrated website for MC Canada and the Regional Churches
 - iii) Protocols for the use of branding elements
 - iv) The relationship of the Regional Churches and MC Canada with the Canadian Mennonite magazine and Canadian Mennonite Publication Services.

12) Sharing Resources

- a) In the spirit of the covenant the Regional Churches agree to the sharing of resources with each other, either pro bono or at cost.
- b) MC Canada, as appropriate, will facilitate the sharing of resources between the Regional Churches and/or facilitate the development of resources for the Regional Churches

13) Financial Principles

- a) Budgeting and Funding Commitments
 - i) The primary funding for MC Canada and the nationwide agenda and priorities will come from the congregational contributions to the Regional Churches, a portion of which will be sent by the Regional Churches to MC Canada on an agreed to formula.
 - ii) The development of MC Canada funding and expenses projections depends on Regional Church transparency regarding their financial information, including current income and expenses as well as high quality good faith projections of future Regional Church income and expenses. The Regional Churches agree to maintain the level of transparency needed for this process to work well.

- iii) The Regional Churches agree to collaborate in shaping the annual funding stream for MC Canada that takes into account the needs of all Regional Churches and the commitments made regarding nationwide agenda and priorities.
 - iv) The Regional Churches agree that commitments made to forward funds to MC Canada are firm commitments that will be met whether or not the Regional Church income projections are met.
 - v) The Regional Churches also agree that where a Regional Church has a significant shortfall in income or significantly higher expenses that could not have been foreseen, they will work together to make adjustments to protect the Regional Church experiencing such shortfalls.
 - b) MC Canada Internally and Externally Restricted Funds
 - i) The Joint Council will develop policies regarding the types of and uses for internally and externally restricted funds.
 - c) Fundraising
 - i) The primary funding for MC Canada is through congregational contributions to the Regional Churches. In addition, it is the responsibility of the Regional Churches to do additional fundraising both for their own programmes and for MC Canada.
 - ii) The MC Canada staff will assist with fundraising and fundraising materials as requested by Regional Church fundraising staff.
 - iii) The Regional churches will develop a joint fundraising protocol that will address:
 - (1) Funds designated for any Regional Church or MC Canada programme and the ways these are to be allocated.
 - (2) Allocation of funds sent to MC Canada whether or not they are designated to a particular programme or ministry.
- 14) Provision of Nation-wide Services on behalf of the Regional Churches
 - a) MC Canada will provide a range of services for the Regional Churches and their member congregations. These include:
 - i) Administration of a nationwide benefit plan
 - ii) Administration of a nationwide pension plan
 - iii) Administration of nationwide salary guidelines for pastors
 - b) MC Canada will provide other services as agreed to and funded by the Regional Churches.
- 15) Nationwide Programmes and Ministries
 - a) MC Canada will provide the necessary staff and organizational support as agreed by the Regional Churches for various ministries and programmes as follows:
 - i) International Witness
 - ii) Nationwide study conferences
 - iii) Gatherings of the Community of Spiritual Leadership
 - iv) Canadian Witness
 - b) MC Canada will provide other staff and organizational support for programmes and ministries as agreed to and funded by the Regional Churches.
- 16) International Witness Initiatives
 - a) The Joint Council will develop policy related to International Witness to address priorities, discernment of new initiatives, role of MC Canada staff in discernment, funding guidelines and other matters to enable good functioning for the ministry within the parameters of the approved structure.

17) Role of Affiliated Organizations

- a) Mennonite Church Canada relates to a wide range of other organizations. Some of these are Mennonite groups that are active in raising funds for MC Canada ministries, some are agencies with which MC Canada partners in ministry, and others are ecumenical organizations. In addition, some are agencies to which MC Canada appoints representatives.
- b) The Joint Council will develop policies related to these affiliated organizations that will govern MC Canada's relationships with them.

18) Affiliated Schools

- a) There are four post secondary educational institutions that have relationships with MC Canada and/or a Regional church:
 - i) Canadian Mennonite University
 - ii) Columbia Bible College
 - iii) Conrad Grebel University College
 - iv) Anabaptist Mennonite Biblical Seminary
- b) The Joint Council will develop policy regarding these institutions, including funding agreements, and principles for promotion, student recruitment, and fundraising for each institution.

19) Health of the Covenant

- a) It is understood that the health of the whole church body is only as good as the health of its weakest member.
- b) The Regional Churches agree to regularly monitor the health of the Covenant, this agreement, and the relationships within and among the Regional Churches.
- c) The Regional Churches agree that when it appears a Regional Church may consider leaving, or where congregations are seeking to have a Regional Church withdraw from the Covenant and this Agreement, all Regional Churches will afford what assistance they can in repairing the relationship and supporting the efforts of the Regional Church facing pressure to leave.
- d) The Regional Churches agree to make good faith efforts to resolve any issues that are leading a Regional Church to consider departure.

20) Withdrawal from the Covenant and this agreement

- a) Where a Regional Church is actively considering departure, or has given notice of its decision to leave, the Regional Churches agree to make good faith efforts to find resolution as set out in MC Canada Bylaw.
- b) If there is no resolution, the Regional Churches agree to use the departure process in the Bylaw in a way that, to the extent possible, preserves the dignity and health of the Regional Church that is withdrawing and that of Regional Churches continuing to be part of the Covenant and this agreement.
- c) Should a Regional Church choose to leave, all Regional Churches, including the one leaving and the ones remaining, agree to speak well of each other during the process and after the departure. They also agree that they will make good faith efforts to help the relationship end in as healthy a way as possible.
- d) By withdrawing the Regional Church acknowledges that they are giving up access to services and resources available through participation in the nationwide church

Appendix 5

Working Group Summaries

Introductory Comments

The program Working Groups have submitted their reports. The terms of reference, the guidance given by the groups, and the questions that will need to be taken up after assembly are summarized below. This section presents a very brief summary of the feedback provided by the working groups. The full reports provide significantly more detail and can be found at <http://futuredirectionsmc.ca/documents/>.

It should be noted that all the groups did their work in very abbreviated time frames. In all cases this was shaped by the shift in date for Special Assembly from July 2018 to October 2017. In some cases, this was made worse by the difficulty in finding members who were able to commit their time to these groups on short notice.

Camp Program Working Group

The Task

The Camp Programs Working Group was asked to look at the camp programs within the larger nationwide context of the church and develop a model for linking the camps to the overall mission of the church. In doing so the group was asked to consider a number of questions: the role of the camps in a nationwide strategy for leadership formation, naming the core common purposes of the camps, how the camps could help Congregations engage missionally, and what interest there would be in a nationwide platform to bring the camps together.

Guidance Given

The working group did not sense that there was energy for such a nationwide platform in light of the differing needs and the variety of ways for camps to connect through other groupings. In light of this the group did not continue its conversations.

Questions that Remain/Next Steps

As the Regional Churches engage with the task of continuing to shape a shared nationwide strategy for leadership formation, there may be value in engaging with the camps for a more focused discussion of their role in leadership development.

Canadian Witness/Relationships Working Group

The Task

The Canadian Witness/Relationships Working Group was asked to develop a model that is consistent with the FDTF Report and Addendum and is shaped by the structure proposal from January 2017. In doing so it was asked to consider a number of questions, such as the impact of the TRC process, defining core purposes, connection to International Witness, what we are called to do at this point in our history, where to focus our work, connections between this work and congregational initiative, and the role of church planting in our work.

Guidance Given

Due to time constraints and the breadth of the issues identified, the working group focused its work on the question of Indigenous/Settler relations, with its report emphasizing the importance of Indigenous/Settler relations for its thinking about mission and witness.

The group spoke to the good work and important relationships held by MC Canada's Indigenous Relations Office. It articulated a clear vision for the continuation of MC Canada staff to help Congregations and Regional Churches in living out the reconciliation called for in the Truth and Reconciliation Commission's Report. The working group recommended a full-time staff person for this role, and set out the priorities for the work to be done by the staff person. See the Full Length Working Group reports for more details.

Questions that Remain/Next Steps

MC Canada and the Regional churches are committed to adequate staffing for Indigenous/Settler relationships, knowing that having enough staff time for the role is necessary for this work to be done. The structure proposal increases focus on Congregations and Regional Churches.

The financial plan is built around the possibility of reducing the national role for Indigenous Settler Relations to half time with the remaining half time for the staff person to be distributed among the Prairie Area Regional Churches. This decision is not final and the right balance between staff at MC Canada and added staff at the Regional Churches is still to be determined. If the proposal is accepted, this will need to be taken up by Joint Council after the conclusion of Assembly.

There will need to be additional work done to address the additional themes in the Terms of Reference for this working group.

Communication Working Group

The Task

The Communication Working Group was asked to develop an integrated communication strategy for the Area Churches and the National Church that is consistent with the FDTF Report and Addendum and is shaped by the structure proposal from January 2017. In doing so it was asked to consider a number of questions, such as: the purpose of the communication work, the risks and benefits of a decentralized model, needs and priorities for communication, what audiences we speak to, the impact of shifting communications media, and the role of *Canadian Mennonite* in our communication.

Guidance Given

The Communication Working Group developed a set of principles for a communication strategy for the Regional Churches and their work together as the Nationwide Church. These included the importance of a continued relationship with *Canadian Mennonite*.

The working group was asked to consider contracting out the majority of the communications work of MC Canada and the Regional Churches to Canadian Mennonite Publications Services (CMPS). If this was done CMPS would establish an entity separate from the magazine to provide these services. The group cautioned against merging the public relations and journalistic functions in one place, but affirmed the idea of contracting out public relations services. CMPS has submitted a proposal for doing this work for the church.

Questions that Remain/Next Steps

Continued funding for *Canadian Mennonite* magazine via grants from MC Canada and Regional Church support for member subscriptions are part of the financial plan being presented to Special Assembly. The current relationship with CMPS resides with General Board and will reside with the Joint Council if the changes are approved. The issue of an expanded role for CMPS is one for the Joint Council to consider if the Covenant New proposal is accepted, or for the General Board if it is not accepted.

After Special Assembly, additional work on a more fully developed communication strategy will be needed, as will consideration of the proposal from CMPS.

Community of Spiritual Leadership (originally named the Congregation of Ministerial Leadership in the 2016 FDTF Report)

The Task

The Community of Spiritual Leadership (CSL) Working Group was asked to draw on the FDTF Report and Addendum to develop a model for the CSL. In doing so it was asked to consider a number of questions, such as: purpose and vision of the CSL, how it can contribute to a sense of identity as a Nationwide Church, links to Regional Churches and the credentialing process, links to Regional Church pastors' gatherings, purposes of CSL gatherings, and what authority might it carry.

Guidance Given

The working group proposed a grouping of spiritual leaders recognized as such by Congregations and Regional Churches. This group would assist in nurturing a strong Anabaptist identity, discern together on issues facing the church, support for each other, and mentoring current and emerging leaders.

There would be a small leadership group that would meet regularly and would suggest topics for consideration by the larger group. The larger group would gather every two or so years for a Discernment Assembly. Some connection to the formal governance structure of the church is proposed.

Questions that Remain/Next Steps

The Congregation of Ministerial Leadership, now renamed the Community of Spiritual Leadership was part of the FDTF 2016 Final Report and Addendum which was accepted at Assembly 2016.

With the greater clarity from the Working Group, the implementation of the Community of Spiritual Leadership will be taken up after Special Assembly.

Congregational Vitality/Common Life Working Group

The Task

The Congregational Vitality/Common Life Working Group was asked to develop a model for fostering congregational vitality in light of the naming of the issue in item 6 in the Addendum to the FDTF Report. In doing so it was asked to consider a number of questions such as: the impact of 21st century context, the ways congregational life may need to adapt to this context, how to explore living out the Gospel and resourcing common life in the church in this context, animating missional imagination, engaging Congregations to support work together for mutual ministry.

Guidance Given

The working group identified three key areas for enabling congregational life to be strong.

- *Equipping the Saints:* **vitalizing the local Congregation calls for intentionally equipping the people in the pews.**
- *Sharing our Story/Networking:* *Vitalizing the local Congregation calls for the sharing of resources and stories of faith in this particular time and our particular places among a particular people.*
- *Vital Practices:* **Vitalizing the local Congregation calls for understanding the vital practices already present and bringing life to our local Congregations. To do this well we need to attend to where and how the Spirit is already at work, in the local Congregations.**

The working group named several actionable items for each of these values. The group hoped that their work named a creative tension with which to discern faithful congregationally focused expression of Anabaptist faith in the 21st century.

Questions that Remain/Next Steps

What follows next is the work of bringing the ideas from this Working Group as well as ideas and tools from elsewhere to the work of continued building of strong, healthy Congregations that can contribute to the ongoing life and mission of the Church.

Identity as a Canada Wide Church Working Group

The Task

The Identity Working Group was asked to address the development and nurturing of a strong sense of a Canada-wide identity for the church and develop a model for strengthening this sense of identity. In doing so it was asked to consider questions such as: the importance of a sense of peoplehood across the country, what is there beyond national gatherings that can help strengthen this, how to strengthen what we are already doing, how to help Congregations understand the role of the wider church, and the role of the July 2018 gathering to assist with this agenda.

Guidance Given

The group provided a summary of why the maintaining and strengthening of a clear sense of nationwide peoplehood is important. It also clearly articulated the key elements of such an identity. It outlined the strengths within the church that bode well for our sense of being a people together across the country. Finally, they named the forces (both internal and external to the church) that work against our ability to hold together.

The group then provided an Appendix with an extensive list of ideas for doing the work of strengthening our sense of being a church together across the country.

Questions that Remain/Next Steps

With the strong call in the feedback process for an emphasis on our identity as a nationwide community, and the strong suggestions in the Working Group report, the church is in a strong position to begin addressing this agenda in a focused way.

There will need to be work done identifying those ideas that already have a location in the church. In addition, there will need to be prioritizing of other ideas to continue the building of our sense of being together across the country.

International Witness/Relationships Working Group

The Task

The International Witness/Relationships Working Group was asked to develop a model that is consistent with the FDTF Report and Addendum and is shaped by the structure proposal from January 2017. In doing so it was asked to consider a number of questions such as: the impact of the Truth and Reconciliation process, defining the core purposes, what we are called to at this time, connection to domestic witness, assessment of the fit of current program with our calling, relations with the global church, the role of Mennonite World Conference (MWC) in brokering relationships, how to develop shared priorities, how to engage Congregations, and the balance of long and short term program.

Guidance Given

The international witness working group worked at three larger questions regarding our international work:

- What the priorities for Witness should be.
- How we fund these priorities,
- What the best model for structuring international witness would be.

The group developed a consensus around the first two questions. These can be found in the full International Witness Working Group report. On the third question the group named three possible models for structuring international witness, but were unable to reach consensus. In response to those suggested models, ESG developed a 4th model and asked the group to consider it as another possibility. This model appears below in the proposal for the structure of International Witness.

The group struggled with these four structure models but was unable to reach a consensus. It did however identify principles that should govern any structure that is developed for international witness.

Details of the funding model, the four structure models, and the priorities can be found in the full report.

Questions that Remain/Next Steps

The model below in Appendix 6 is proposed for structuring of International Witness.

The Joint Council will need to address the funding models, the structure, and the priorities for International Witness.

Higher Education Reference Group

The Executive Staff Group has acted as the Working Group on higher education. In consultation with the Interim Council it has done some preliminary work:

- Proposing to move CMU from being owned by MC Canada to being owned by the three prairie Regional Churches. Conversations with CMU are continuing.
- The grant MC Canada has given to CMU in the past is now included in the Prairie area Regional Church expenses in the financial planning materials.
- There has been some conversation about AMBS about the viability of its role as a binational seminary. AMBS has been brought into this conversation. No change is being proposed at this time. Joint Council will carry this conversation with the expectation that there will further review no later than 5 years from now.

A Higher Education Reference Group was meant to function as an external voice for input on the conversations related to CMU and AMBS. The Presidents of the schools have been in conversation with ESG and Interim Council. Interim Council is expecting further conversation and that this Reference Group will be asked to respond.

Finance and Governance Groups

Two Reference Groups with knowledge and experience, respectively, in Finance and Governance provided significant advice to the ESG in developing the preliminary proposal in January 2017.

Listening Group

This group was consulted several times early in the process, but regrettably it was not put to its best use. Document production was slow, with many internal conversations needed before they seemed ready to go to the Listening Group. By the time materials were ready to send to the Listening Group there was insufficient time to adequately read and respond to documents. The Listening Group found this to be a source of frustration. This was a failing in the process.

Appendix 6

International Witness Structure Proposal

Proposed Principles from Working Group Report

- The structure must be more responsive to the missional impulses of its constituency, with attention to the desire of newer Canadian churches to engage in mission in their home countries.
- The structure should continue to move in the direction of connecting specific international ministries/projects with Congregations, clusters of Congregations, and interested individuals.
- When possible, MC Canada's international ministry should be done in partnership with churches and organizations already present in those countries.
- Mennonite Church Canada Witness has existing workers and partners. The structure should build on the relationships, gifts, and shared commitments these represent.
- Different Regional Churches have different needs, resources and interest in closely working with MC Canada International Witness structures.
- MC Canada's relationship with Mennonite World Conference (MWC) and its member churches is the responsibility of Joint Council. Responsibilities for joint programs can be delegated to International Witness.

The proposal starts with these basic features:

- MC Canada staff and volunteers work with stakeholders to prioritize and publicize opportunities.
- Partial funding is through MC Canada budgeted amounts.
- MC Canada would be the employer of the workers and would establish the partnerships.

These core principles presume the following:

- The Regional Churches working together as MC Canada would set priorities for the types of projects and partners accepted.
- MC Canada staff would screen projects against these priorities.
- MC Canada staff would screen potential overseas workers.
- MC Canada staff would provide oversight to the projects and support to the workers.
- MC Canada would be the administrator of the funds for the project. This would include receiving and receipting donations from donors for specific projects and ensuring Canada Revenue Agency compliance.
- MC Canada staff will work with Congregations and Regional Churches so that local energy and initiative can be released within the framework of the program priorities.

Additional principles

- There will be a need for so-called "relational funding." As proposed in the FDTF 2016 Report and Addendum, individuals, Congregations and clusters of Congregations would discern their interest in committing to multi-year support for opportunities approved by MC Canada.
- Regional Churches would broker the relationships with Congregations and clusters of Congregations based on their deeper knowledge of Congregations and their interests.
- In discerning ministry opportunities MC Canada will:
 - o Leverage relationships with MWC and its national member churches and relationships within MWC's Global Mission Fellowship
 - o Leverage relationships of the Regional Churches with new Canadian Congregations interested in ministry in their former home countries.
- Specific projects will generally be approved only if there is sufficient relational funding. "Sufficient" is not yet defined.
- Regional Churches will commit to promoting International Witness and will pursue ways to deepen congregational interest in supporting international projects.

Appendix 7

Financial Planning

Principles and Practices

Core Principles

- Focus on ensuring Congregations have the resources they need for mission and ministry.
- Ownership of the Nationwide Church resides with the Regional Churches
- The plan must be sustainable

What story should the financial plan tell?

- God calls us into community, to be a people together
- The church is about building relationships
- Smaller Regional Churches must have new opportunities to provide resources
- The plan is to be future oriented
- The plan is to be sustainable and responsible

What are the implications for planning in a multi-level system?

- There must be a connection between the work of the nationwide body and congregational life
- Planning must look to the entire system of Congregations, Regional Churches, the Nationwide Church
- Determining what is the fair share for each Regional Church to contribute
- Mutual support so that each part of the church can be a community of healing and hope.

Projections of Regional Church Income and Expenditures for Calculating Transfers to MC Canada

The first chart shows projected income for each Regional Church from all sources, but excludes amounts given to the Regional Churches designated for MC Canada projects. Line 3 starts from the amounts Congregations have historically given to their Regional Church and to MC Canada. These amounts have been adjusted to take into account departures by Congregations and expectations of how some Congregations may adjust their contributions in the new structure. The expense items draw on projections from the most recent Regional Church Annual Reports and add in new items related to the transition. The net amount available to transfer to MC Canada is in line 16. These amounts are totaled in line 17

1		MCBC	MCA	MCS	MCM	MCEC
2						
3	Income from Congregations	258,000	369,000	467,000	1,032,000	2,055,000
4	All other Revenue	262,000	158,000	143,000	304,000	610,000
5	Total INC	520,000	527,000	610,000	1,336,000	2,665,000
6	2017 expenses from Annual Reports	350,000	232,000	359,000	570,000	1,337,000
7	Added for Executive Minister and communications		40,000			
8	Camps		94,000		126,000	37,000
9	AMBS					61,000
10	CMU/Grebel		25,000	50,000	100,000	154,000
11	Other					186,000
12	Indigenous ***	Included above				25,000
13	Church Engagement	50,000	20,000	67,000	90,000	90,000
14	National Delegates	7,500	6,500	7,000	10,000	13,000
15	Total expenses	407,500	417,500	483,000	896,000	1,903,000
16	Net for MC Canada	112,500	109,500	127,000	440,000	762,000
17	Total to MC Canada	1,551,000				

*** Note that this plan is retaining the national role for Indigenous Settler Relations at full time. There are ongoing discussions about how this role supports Indigenous Settler Relations work at the Regional Church level. If the proposal is accepted, this will be taken up by Joint Council after the conclusion of Assembly.

MC Canada Expenditures and Income

This chart summarizes the major expenditure items for MC Canada by program area. Lines 11 through 15 repeat the summary of transfers from the Regional Churches. It is assumed that MC Canada will receive funds designated for Witness projects, which is reported in line 16. There is also expected to be some income from a variety of other sources. This is reported in line 17.

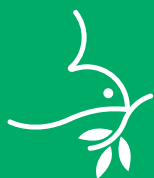
The numbers in this chart do not have any historical context for comparison. This chart will be updated with that context in time for the Special Assembly.

	FYE 2019 Proposed	
1	International Witness Staff, program oversight, project funding	\$710,000
2	Executive Office Staff, travel, ecumenical participation, MWC, Joint Council	\$360,000
3	Anabaptist Resources Staff, program, CommonWord, Archives	\$295,000
4	Support Services Staff, pension/benefits admin, events, building, supplies, etc.	\$230,000
5	Communications Staff, program, Canadian Mennonite	\$212,000
6	Canadian Witness Staff, program	\$95,500
7	Leadership Dev. Ministerial Leadership Inventory database, other	\$20,000
8		\$1,922,000
9		
10	Transfers from Regional Churches and Other Income	
11	MCEC	\$762,000
12	MCM	\$440,000
13	MCSK	\$127,000
14	MCA	\$109,500
15	MCBC	\$112,500
16	Witness Designated	\$300,000
17	Self-Generated	\$45,000
18		1,921,000

Appendix 8

Slate of Officers

Content for this Appendix is not available at this time. The Nominating Committee has been asked to prepare a slate of officers consistent with the proposed Bylaw for presentation to the delegate assembly for consideration if the Bylaw is approved. If the Bylaw is not approved, the existing slate of officers and board would continue.



Interim Council

Mennonite Church Canada
Mennonite Church British Columbia
Mennonite Church Alberta

Mennonite Church Saskatchewan
Mennonite Church Manitoba
Mennonite Church Eastern Canada

Our Vision

God calls us to be followers of Jesus Christ
and by the power of the Holy Spirit
to grow as communities of grace, joy and peace
so that God's healing and hope
flow through us to the world.

Statement Of Identity And Purpose

God calls, equips and sends the church to engage the world
with the reconciling Gospel of Jesus Christ.

We are a community of disciples of Jesus,
a part of the Body of Christ,
covenanted together
as congregations,
area churches, and
a national church body.

Gratefully responding to God's initiatives
and empowered by the Holy Spirit,
we commit ourselves and our resources
to calling, equipping and sending the church to engage the world
with the reconciling Gospel of Jesus Christ.