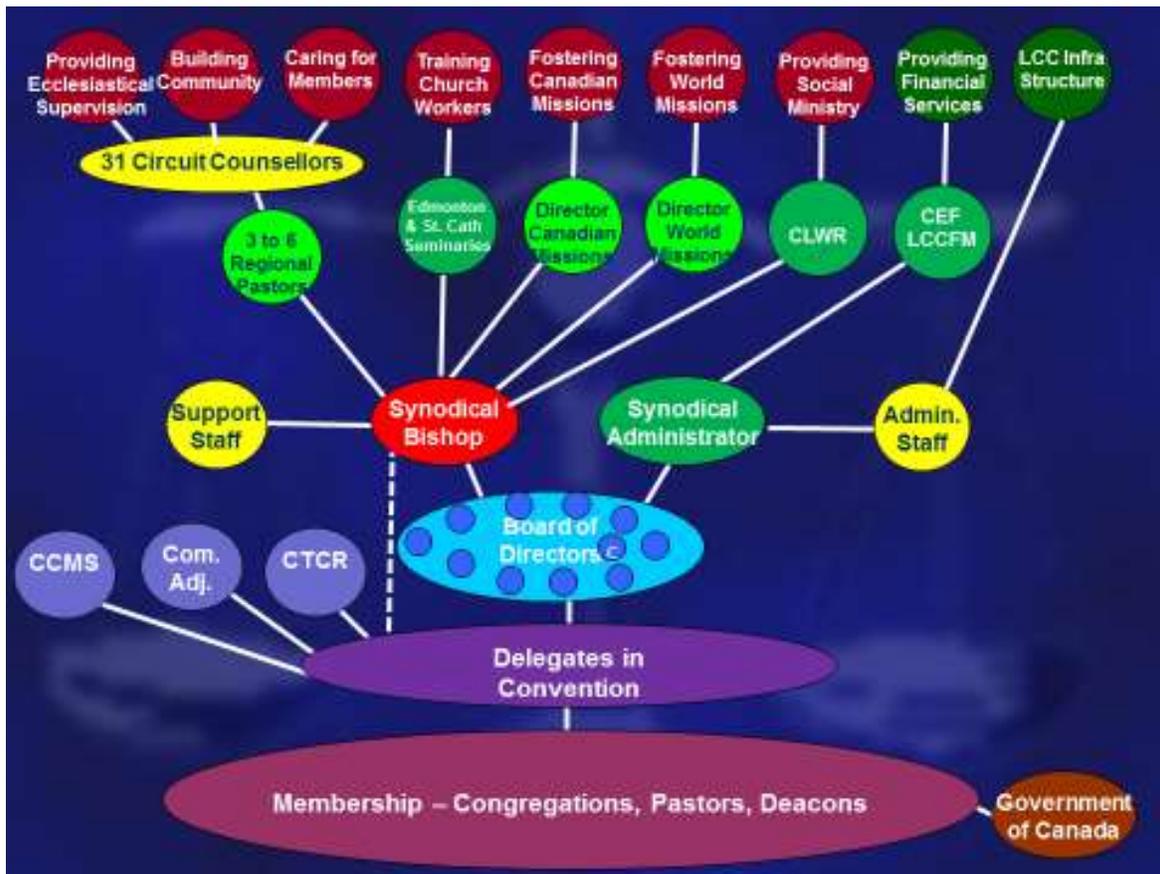


Discussion Guide for the Restructuring of Lutheran Church-Canada



**Prepared by the Commission on
Constitutional Matters and Structure
For
Stage Four, Church-wide Discussions
September 1 - December 15, 2016**

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Dear Friends in Christ,

I am pleased on behalf of the CCMS to be sending you this copy of the proposed new structure for Lutheran Church-Canada. Many painstaking hours have been spent by the CCMS, President Bugbee and the Synod's Board of Directors, working with Dr. Les Stahlke to produce this document. But our work is far from done. Having asked for and received your input through a National Survey, having visited with many of you both prior to and following the Survey, and having received vast amounts of input and ideas from you, the CCMS has carefully considered all of the input received and we believe has produced a document that we hope encapsulates most of what we heard.

However, neither our work nor yours has ended. For the sake of our Church and its on-going mission on behalf of our Lord and Saviour, Jesus Christ, we are bold to ask you for more input, ideas and reaction to our emerging structural proposals. Our commitment from the beginning has been to bring to our 2017 Convention of LCC a restructuring plan that reflects the will of the majority of our laypeople, pastors, and deacons. Therefore, your further sharing and ideas are critically important at this stage of the development of the Plan in order for this to continue to be a truly "grass roots " product.

So please take the time to help us finalize the restructuring of our beloved Synod in a way that is faithful to the Scriptures and our Lutheran Confessions to the end that we may continue to bring God's Law and Gospel, His love and forgiveness to people whoever and wherever they may be without the hindrance of a weak and ineffective structure. I ask you to continue to pray for President Bugbee, our Church leaders, the members of and advisers to the CCMS, and Rev. Stahlke as, with your help, we work toward fleshing out a proposed new structure.

May God continue to bless you richly as He has in in the past!

Your fellow-servant of Jesus,



Rev. Bill Ney, Chairman
Commission on Constitutional Matters and Structure

Dear Brothers and Sisters in Christ and Fellow Lutheran Church–Canada Members,

The past two years have seen very difficult challenges arise for our Synod. As a result, our districts in convention have given strong direction that structural change for the Synod be initiated. Your Board of Directors has been working closely with the Committee on Constitutional Matters and Structure to gather broad input on possible change and to provide its own feedback on such change. We are thankful for the strong response that was received to the Synod-wide survey conducted by the CCMS earlier this year. That response provided clear feedback on what is important to the membership and thoughts around possible future direction. The members of the CCMS have utilized that feedback to create a blueprint for change that is being presented to you at this time. We encourage you to continue to engage actively in providing feedback, particularly on this document, so that future direction for Synod structure can be further crystallized. Over all of this, we pray that the Lord will be clear in His leading and direction and that all that is done will strengthen His Church, to the end that the work of fulfilling His Great Commission will be enhanced.

God's blessings as you ponder what has been developed and give your input on the material.



Arnold Drung

Chair – LCC Board of Directors

Office of the President
THE REV. DR. ROBERT BUGBEE

July 29, 2016

To Congregations, Pastors and Deacons
of Lutheran Church-Canada

Treasured sisters and brothers in Christ Jesus:

God be merciful to you, and strengthen your faith. Despite the lull in church activity this summer, members of the LCC Commission on Constitutional Matters and Structure (CCMS) – together with their consultant, The Rev. Dr. Les Stahlke – have been busy in moving the process forward toward a new way of working in and through Lutheran Church-Canada.

We come now to “Stage 4.” It’s an intensive series of discussions that will happen between now and the end of 2016. The CCMS will seek to organize meetings in every LCC circuit throughout the country. This is a critical phase of the overall restructuring schedule. We really do need – and yearn for – the participation of all local churches, pastors and deacons. I also stress that we want pastors and deacons to encourage the attendance of lay people from congregations as much as possible. Just as this effort must not be merely a project of the CCMS nor of the Synod’s officers, it must also not be only the project of church professionals (i.e., pastors and deacons).

I am grateful for the widespread participation of pastors, deacons and laypeople in the LCC Restructuring Survey this past February. Some of their responses provided clear-cut guidance to the CCMS in knowing what directions our people want this effort to take. In other cases, responses were less clear, but pointed to areas where more grappling is needed. All this helped the CCMS begin putting together proposals which will now be “on the table” at these discussion groups in every LCC circuit.

These proposals, though concrete and specific, are not final recommendations. The CCMS cannot make any final recommendations until it hears – as it did in the survey – from a widespread representation of the church. It is important that these gatherings involve talking, listening, agreeing with some things, perhaps disagreeing with others, or even modifying some proposals if a simple “Yes” or “No” won’t be sufficient.

As the Synod’s chief pastor, I ask each of you to give this “Stage 4” all the goodwill of which you are capable. In 2015, all our District conventions in LCC – by overwhelming margins – asked the CCMS to provide leadership in these matters. The Commission, together with Synod’s officers and Board of Directors, would be negligent if they failed to do so. I hope you will respond to the CCMS’ work with a commitment to participate, to listen with a fraternal spirit, and to provide your input in a constructive way. Our goal is to help Synod’s family do a stronger job of holding out Christ, the Saviour of the world, to people all around us.

With love and a wish for every good blessing,



Rev. Dr. Robert Bugbee, President
Lutheran Church-Canada

Seven Stages of Restructuring

The Commission on Constitutional Matters and Structure has planned the following seven stages for the processes of involving the entire church in the restructuring of Lutheran Church-Canada. This Discussion Guide is the guide for Stage Four in this process.

Stage One: The LCC National Survey
(January-March 2016)

Stage Two: Survey Results, Discussion, Response
(April – June 2016)

Stage Three: Recommendations of the CCMS
(June 27-29 – August 2016)

**Stage Four: Church-wide Discussions of CCMS Recommendations
(September – December, 2016)**

Stage Five: Development of the Revised Handbook
(January – June, 2017)

Stage Six: Handbook Discussions, Revisions, Distribution, 2017 Convention
(July – October, 2017)

Stage Seven: Implementation – Training, Orientation, Transition
(November, 2017 continuing into 2018)

Discussion Guide

Introduction

This discussion guide has been prepared by the Commission on Constitutional Matters and Structure (CCMS) in order to share the recommendations of the CCMS and to solicit more input from the congregations, pastors, and deacons for recommendations yet to be made.

There are four sections to this guide:

- A. Foundational Structural Elements – things that will not change
- B. CCMS Recommendations – with invitation to respond
- C. Invitation for Input – for recommendations yet to be made
- D. Appendices provide relevant information for the discussions.

In order for the CCMS to bring a proposed structure to the 2017 Convention, the CCMS must listen to the members who appointed the CCMS to serve in this way. The CCMS has identified several elements of structure that will not change (Section A). The LCC National Survey has provided the foundation for the CCMS recommendation presented here (Section B). The recommendations in Section B that the CCMS plans to bring to the Convention could not have been made without both the Survey and the many circuit discussions that followed. The CCMS believes it has faithfully followed the wishes of the majority of members of Synod in recommending these changes to the 2017 Convention.

Now in these Stage Four church-wide discussions, the CCMS needs more detailed input for fine-tuning the recommendations in Section B and for developing recommendations that build on those that are presented in Section C. Several appendices in Section D will provide information that will help guide the discussions.

For example, during the discussions following the sharing of the LCC National Survey results, the most frequently asked question was “If LCC chooses to expand the services it delivers to its members including certain services currently provided by the Districts, how will the work of LCC be done across the country?” This is one of most important questions in this phase of restructuring LCC. It is the subject of the first four of the requests for further input dealing with regions and circuits.

Every circuit in Lutheran Church-Canada is urged to participate in this national discussion with representation from lay members of congregations, pastors and deacons. The Boards of Directors of LCC and the Districts, seminaries, auxiliaries and LSOs are also invited to participate in matters that affect their relationships to LCC. Four months from September to December have been set aside for this important consultation with the members of LCC.

Some in Lutheran Church-Canada may still ask why the CCMS is engaged in this extensive restructuring effort. Here is why this is happening at this time.

Firstly, all three District Conventions in 2015 requested that the CCMS do this and the Board of Directors of Synod, in response to the Districts' requests, asked the CCMS to develop a process to carry out the request of the three Districts. One of the responsibilities of the CCMS according to the Handbook of Synod is to revise the Handbook following a Convention and also to "conduct a continuing review of the organizational structure of the Synod, including its districts and its circuits, and make proposals to succeeding Conventions for organization structure" (2014 Handbook, 2.103 Functions, page 26). In the past former members of the CCMS have taken this mandate very seriously and from time to time have recommended various changes to the Constitution and Bylaws of Synod.

The CCMS has analyzed the current structure of LCC as documented in the 2014 Handbook and found several other reasons for making adjustments to the structure of LCC.

- The flow of authority from the members' delegates in Convention to the Board of Directors, Districts, Commissions, elected leaders, and other agencies is unclear.
- Accountability appears only five times in the Handbook, resulting in inadequate monitoring of risk with uncertainty about who is accountable to whom.

Secondly, the recent events related to the Church Extension Fund in the ABC District and the departure of Concordia University of Edmonton (CUE) from the voluntary ecclesiastical bond that we shared with CUE have given a sense of urgency to the request for review of the structure of our relationships with other independently incorporated entities that share in the delivery of services to our members. While we value highly the voluntary ecclesiastical bond that defines the Synodical Family, we have lacked a clear corporate structure for these relationships that would enable LCC to avoid situations where the delivery of services to our members was affected negatively by the performance of one of those organizations. Both in the case of the events in the ABC District and in the departure of CUE, LCC had no corporate authority to intervene to prevent those events.

The revised structure of Church Extension Funds will include consideration for the lenders within the current East District to maintain control of their investments and their relationship with borrowers from the fund. In the discussions that accompanied the results of the survey, the future of the East District's CEF emerged as a significant issue that required resolution in the restructuring process. Continued discussion with the East District Board of Directors will determine the recommendation that the CCMS will make to the Convention regarding the future of Church Extension Funds generally.

Thus, both the internal structure of LCC and the structure of our strategic relationships with other separately incorporated entities who participate in the delivery of services to our members, will be reviewed in this process.

The CCMS has prepared recommendations which it is now sharing with the entire church across Canada for the purpose of getting more input and ideas from the pastors, deacons and congregations (lay people) in order to fine tune these recommendations. Some recommendations are not on the table as stated previously because the National Survey, CCMS visits with various

groups across the country, and the responses from Circuit meetings, have all indicated that those things are not up for discussion at this time.

The CCMS has been listening to the whole church now for many months and will continue to listen in Stage Four of the restructuring process so that the recommendations that it will eventually bring to the 2017 Convention might be in harmony with the majority of opinions of all members of Synod from Nova Scotia to Vancouver Island.

The CCMS invites everyone who has received a copy of this Discussion Guide to share it in electronic or printed form with the leaders and involved members of every congregation. By working together with the members of LCC to build a revised structure for future generations, the CCMS hopes to bring to the 2017 Convention a revised Handbook that documents a structure that the delegates will recognize as a structure that we all designed and documented together.

We ask the Lord of the Church to guide this part of the Body of Christ in this important work.

Rev. Bill Ney, Chairman
Commission on Constitutional Matters and Structure

A. Foundational Structural Elements – Things That Won’t Change

1. Membership

Membership in Lutheran Church Canada consists of member congregations, and pastors and deacons who have signed the Constitution of LCC. There are no changes to this membership structure contemplated by the CCMS. The 2014 Convention requested the CCMS to examine the definition of “deacon”, but this study is being pre-empted temporarily by the much more demanding challenge of bringing a revised structure for LCC to the 2017 Convention.

2. Doctrine and Practice

From the beginning of the mandate of the CCMS to recommend a revision of LCC structure, the mandate has not included doctrine and practice. Where the CCMS has had any concern that its recommendations may impact doctrine or practice, e.g. in the use of the title “bishop”, the CCMS has consulted the two seminary faculties and the CTCR for definition and direction and is committed to following that direction. Some survey comments expressed disappointment in the lack of attention to doctrine and practice in the survey. The reason for that absence is that it is not part of the Commission’s mandate.

3. Congregational Structure

The member congregations are each legally incorporated organizations. While the congregations are members and therefore owners of LCC and could have asked the CCMS to consider revisions to the structure of the member congregations, they have not included that in the mandate given to the CCMS. The current mandate deals only with the structure of Lutheran Church–Canada, the legally incorporated entity that the member congregations created in 1988, based on the 1959 Act of the Parliament of Canada. The mandate does also include the strategic relationships that LCC enjoys with other separately incorporated entities with whom we share a voluntary ecclesiastic bond.

4. Objectives and Services

The Constitution in the Handbook contains the original objectives of Lutheran Church–Canada. They have never been revised in LCC’s 28-year history. These objectives define the same eight services that LCC was established to provide for its member congregations, pastors, and deacons. These have not changed since 1988. The CCMS is not contemplating any recommendations for change to them in this revision of structure. The services and the objectives that describe them are shown in Section D, Appendix 1.

5. LCC as a Synodical Family of 26 Separately Incorporated Entities in a Strategic Relationship with One Another.

From its founding LCC has fulfilled its objectives by providing eight services through a Synodical Family of 26 independent and legally incorporated entities. These include the LCC (1), seminaries (2), the Districts (3), Auxiliaries (4), Listed Service Organizations (13), CLWR, and international church bodies (3). LCC does not have the authority to own or control any of these organizations. No change is contemplated in the original concept of delivering LCC services to its members through these strategic relationships. The number and names of strategic

relationships have changed over the years and are recommended for change to one administrative structure, but the concept of forming strategic relationships will continue.

6. Categories of Strategic Relationships

Currently the categories of strategic relationships include Auxiliaries, Listed Service Organizations, CLWR (a unique category of one) and international Lutheran churches. Each category has its own characteristics that make it different from the other categories. Recognizing this uniqueness, the CCMS is not recommending any changes to how these are defined in the current 2014 Handbook.

7. Composition of the LCC Board of Directors

The current LCC Board of Directors is composed of six lay and six clergy members. This composition will not change. What will change is that with one administrative structure, there will be no District Presidents serving as advisory members in addition to the twelve lay and clergy voting members of the Board. All twelve of the members of the Board will continue to be elected at the Convention of LCC. Refer to Recommendation #6 for a proposed change to the role of the Synodical Bishop's relationship to the Board of Directors.

8. LCC Board of Directors Authority Between Conventions

The current Synodical Bylaws delegate the Convention's authority to the Board of Directors between Conventions with certain limitations (cf. Statutory Bylaws, Article 12.02). Although the revised Handbook will describe a revised structure, the Board of Directors will continue to have the authority of the Convention, with limitations, to govern the mission and ministry of Lutheran Church–Canada. With one administrative structure, the LCC Board of Directors will be delegating its authority within a revised structure, but the principle of the Board of Directors acting on behalf of the Convention will continue unchanged.

9. Accountability of Commissions and Committees

Commissions will continue to be accountable directly to the Convention. Committees will continue to be accountable to the Board of Directors. The current three Commissions (CADJ, CCMS, CTCR) will continue to be defined by the Bylaws and their members will continue to be elected and appointed in the same manner. The Committees of the Board of Directors will continue to receive authority from the Board of Directors and be accountable to the Board.

10 Three Commissions (CADJ, CCMS, CTCR)

The Commission on Adjudication, the Commission on Constitutional Matters and Structure, and the Commission on Theology and Church Relations will also continue in the revised structure. No additional commissions are contemplated by the CCMS. While the name of the CCMS may change (because the Constitution may be renamed) and the various references to the Commission will appear in one place in a new format, the roles of the three Commissions will remain essentially the same as they are now.

11. Election of Synodical Bishop

Although Recommendations #5, 6, and 7 discuss changes to the office of the Synodical President, his accountability to the Board of Directors, and in his title to Synodical Bishop, he

will continue to be elected by the Convention. The CCMS is not recommending any change to the current practice of having the delegates representing the congregations choosing the national spiritual leader. He will continue to be accountable to the Convention through the Board of Directors to whom is delegated the authority of the Convention between Conventions.

B. Recommendations for Change – Invitation to Respond

Recommendations #1 – One Administrative Structure

Recommendation

The CCMS plans to recommend to the Convention that the eight services of Lutheran Church-Canada, described in the Objectives of the Constitution, be provided to the members of LCC through one synodical administrative structure with Regional Pastors living in each region.

CCMS Rationale and Considerations

1. The LCC National Survey respondents were decisive in their support for one administrative structure, comfortable with Districts ceasing to exist, and committed to common strategic planning. That decisiveness was expressed in several of the survey statements:

- 18.3% are comfortable with the way things are in LCC at the synodical and district level. Agreement/Disagreement ratio 1 to 3
- 66.7% agree that the current LCC structure should be open to a major overhaul. Agreement/Disagreement ratio 5.7 to 1
- 53.6% agree that some changes in the relationship of the Synod and Districts are needed. Agreement/Disagreement ratio of 11.4 to 1.
- 59.8% agree that LCC should function as one national administrative structure with regional ministry areas and spiritual leaders living in each area. Agreement/Disagreement ratio of 4.2 to 1 (ABC 4.7 to 1, Central 4.7 to 1, East 3.3 to 1)
- 47.9% are comfortable with their District ceasing to be a separate legally incorporated entity. Agreement/Disagreement ratio of 2.1 to 1 (ABC 3.4 to 1, Central 2 to 1, East 1.2 to 1)
- 67.2% favour one Strategic Plan for the Synod and Districts. Agreement/Disagreements ratio 4.6 to 1

2. The response to the Survey results was generally supportive of the recommendations that flow from the expression of the members of LCC in the Survey comments and in the discussions across the church during May and June. New ideas were generated and shared that have become a part of how this recommendation will be shaped in the regions that will be created.

3. Each of the three Districts is a legally incorporated separate organizational entity. The Convention has no authority to dissolve the Districts. Dissolution can only occur by independent action by each District at its respective district convention. Thus, this recommendation is to

discontinue the ecclesiastical relationship with each District and to provide the services requested and outlined in the objectives of the current Constitution directly to the members.

4. The structure of service delivery to members will include Regional Pastors, acting on the authority of the Synodical Bishop, and living in the respective regions to co-ordinate the delivery of services in each region.

5. The services that will receive primary attention are the first three: Providing Ecclesiastical Supervision, Building Community, and Caring for Members. Refer to Section D, Appendix 2 for more information about what is included in each of these three services.

6. The Circuit Counsellors will become a more significant part of the delivery of these service to members. They will be vetted before election by each circuit or appointment by the Regional Pastor, and will receive authority from the Regional Pastor to act on behalf of LCC in the delivery of these three services. They will also co-ordinate the planning requirements of the circuits for other services including particularly Canadian Missions, Social Ministry, and Financial Services.

7. Administrative costs will decrease in proportion to the cost of mission and ministry (the delivery of services to members). The Regional Pastors will have less demanding administrative duties with no separate District structure to maintain and service.

Response to this Recommendation

The CCMS would like to hear from the lay members of congregations, pastors and deacons how this recommendation can best be developed for the most effective and efficient mission and ministry.

Some aspects of this recommendation form the basis of more detailed discussion and input from members in the next section of this process: Requests for Additional Input.

Your comments and suggestions will be recorded and shared with the CCMS in its January 2017 meeting for consideration and implementation.

Recommendations for Change #2 – Convention Schedule

Recommendation

The CCMS plans to recommend to the Convention that synodical Conventions be held every four years beginning with a Convention in 2021.

Consideration of this recommendation will require reference to the next recommendation that the LCC Convention be represented by delegates from each congregation instead of each circuit.

CCMS Rationale and Considerations

1. The discussions held with the sharing of the LCC National Survey results in Stage Two included common concern for the cost of administration associated with any changes to the structure of LCC. It is a common concern across the church that the administrative costs should decrease, not increase.
2. If District Conventions are discontinued (cf. Recommendation #1), the administrative cost of District conventions and District Board of Director meetings will be eliminated.
3. Even if each congregation begins to send two delegates instead of each circuit sending two (or more if it is a larger Circuit) delegates to the Convention (Recommendation #3), then the administrative costs of synodical Conventions will increase, but there will be only one convention instead of four conventions in each convention cycle, resulting in some significant administrative costs. A comparison of costs will be available in time for your Circuit meeting.
4. Changing the schedule of Conventions to a 4-year cycle from the current 3-year cycle will result in a cost reduction of approximately one-third.
5. The CCMS also considered the benefit that many have expressed that Conventions provide the added blessing of building community and that increasing the time between conventions would result in less fellowship.
6. Therefore, it was also suggested that the regions could also have periodic gatherings between synodical Conventions for the purpose of spiritual growth and building community. This optional gathering would be a cost of mission and ministry, since such as gathering would not be required for administrative purposes.
7. The CCMS believes that with a clearer flow of authority from the Convention to the Board of Directors and beyond and with increased risk monitoring systems (accountability), the extra year between Conventions will not have negative impact on the mission and ministry of the Synod.

Response to this Recommendation

The CCMS would like to hear from the lay members of congregations, pastors and deacons how this recommendation can best be developed for the most effective and efficient mission and ministry.

Some aspects of this recommendation form the basis of more detail discussion and input from members in Section C. Requests for Additional Input.

Your comments and suggestions will be recorded and shared with the CCMS in its January 2017 meeting for consideration and implementation.

Recommendations for Change #3 – Delegates from Each Congregation

Recommendation

The CCMS plans to recommend to the Convention that the delegates to each LCC Convention include one pastor and one lay person from each congregation beginning with the first Convention after 2017.

Consideration of this recommendation will require reference to the previous recommendation that the LCC Convention be held every four years beginning with a Convention in 2021.

CCMS Rationale and Considerations

1. The LCC National Survey included three statements dealing with possible changes to the election of delegates to synodical Conventions. Here is a summary of the results.
 - 70% agree that if District Conventions are discontinued, each congregation/parish should send a pastoral and lay delegate to synodical Conventions.
Agreement/Disagreement ratio 5 to 1
 - 43.9% agree that if District Conventions are discontinued, delegates to synodical Conventions should be elected as they are now.
Agreement/Disagreement ration 1.4 to 1
 - 63.9% agree that whether or not District Conventions continue, each congregation should be represented individually at synodical Conventions.
Agreement/Disagreement ratio 3.8 to 1

The combination of the three Survey statements makes it clear that members favour each congregation being represented at Conventions.

2. Synodical Conventions are meetings of member representatives. A higher number of representatives means that all decisions will better represent the total membership of LCC.

3. Increasing the number of delegates increases the administrative cost of maintaining LCC. These considerations are summarized in Recommendation #2 dealing with the Convention schedule and may be reviewed there.

Response to this Recommendation

The CCMS would like to hear from the lay members of congregations, pastors and deacons how this recommendation can best be developed for the most effective and efficient mission and ministry.

Some aspects of this recommendation form the basis of more detail discussion and input from members in the Section C. Requests for Additional Input.

Your comments and suggestions will be recorded and shared with the CCMS in its January 2017 meeting for consideration and implementation.

Recommendations for Change #4 – Pastoral Voting Delegates to Conventions

The CCMS plans to recommend to the Convention that a pastor not serving a congregation but functioning as a vacancy pastor (one ordinarily classified as an advisory pastor for Conventions) at a particular congregation may serve as that congregation's pastoral delegate to a Convention if no called pastor is available.

The congregation (generally through its voters' assembly) should specifically designate which pastor serving in the vacancy will be its voting pastoral delegate (much as congregations take formal action to designate a voting lay delegate for an upcoming convention).

CCMS Rationale and Considerations

1. Congregations historically have been granted two voting delegates at District Conventions, but the CCMS is recommending that every congregation of Synod be granted two voting delegates at Synodical Conventions: a pastoral delegate and a lay delegate. This is meant to keep the voting delegate rules true to the historical reality that only congregations have voting privileges at Conventions and that they exercise their franchise through their called pastor and one lay delegate. The change contemplated would allow an advisory pastor (e.g. a retired pastor) to cast the pastoral vote for that congregation that is currently experiencing a pastoral vacancy.
2. Congregations that are experiencing a pastoral vacancy and are without a permanent called pastor are currently not represented at Conventions by a pastoral delegate.
3. Pastors serving such congregations during a vacancy may be considered “a pastor serving a congregation” under the new recommendations from the CCMS.
4. Adopting this recommendation would assure that all congregations that have a called pastor, or that have an advisory pastor serving them during a vacancy in the pastoral office in that congregation, would have full representation at Conventions.

Response to this Recommendation

The CCMS would like to hear from the lay members of congregations, pastors and deacons how this recommendation can best be developed for the most effective and efficient mission and ministry.

Some aspects of this recommendation form the basis of more detail discussion and input from members in the next section of this process: Requests for Additional Input.

Your comments and suggestions will be recorded and shared with the CCMS in its January 2017 meeting for consideration and implementation.

Recommendations for Change #5 – Dividing President’s Responsibilities

Recommendation

The CCMS plans to recommend to the Convention that the current responsibilities of the synodical President be divided in order to create two new positions, a Synodical Bishop and a Synodical Administrator. The Synodical Bishop (cf. Recommendation #7) will have responsibility for the delivery of the ecclesiastical services (cf. Section D, Appendix 1, services 1-7) and the Synodical Administrator will have responsibility for the corporate services (Financial Services and LCC infrastructure).

Consideration of this recommendation will require reference to the next two recommendations that define the accountability of the President and the titles of the two new positions.

CCMS Rationale and Considerations

1. The LCC National Survey determined that the respondents prefer by a small majority in the agreement/disagreement ratio to divide the current position of synodical President.
 - 49.5% agree that the synodical Convention should divide the President’s duties into two positions, President and CEO.
Agreement/Disagreement ratio 1.7 to 1 (ABC 2.6 to 1, Central 1.4 to 1, East 1.2 to 1)
 - 39.5% agree the President of Synod should serve as both Chief Executive Officer and Ecclesiastical Supervisor, as is now the case.
Agreement/Disagreement ratio 1 to 1 (ABC 1 to 1.6, Central 1.8 to 1, East 1.3 to 1)
2. Although the survey results above are not definitive regarding the will of the church, the CCMS has determined that the work load created by the current responsibilities of the synodical President is significant and will become even more challenging as LCC transitions to one administrative structure.
3. The competencies required for ecclesiastical services and corporate services are significantly different. It is too unrealistic to hope that all future synodical Presidents will have both competency sets at a level required for this leadership position.
4. Many comments in the Survey suggested that the Administrator should be a professionally trained financial manager.
5. The Synodical Bishop would continue to be elected by the delegates in Convention. The Synodical Administrator would be hired by the Board of Directors.
6. Both positions are accountable to the Board of Directors. One is not accountable to the other. Once elected by the Convention, the Synodical Bishop is accountable to the Board of Directors that represents the Convention between Conventions for the delivery of seven of the eight Services (ecclesiastical services) required by the congregations, pastors and deacons. The Synodical Administrator is accountable to the Board of Directors by virtue of employment.

7. The responsibilities of the two positions would not overlap. They would be mutually exclusive. The Synodical Bishop would be responsible for the first seven services that include all ecclesiastical services. The Administrator would be responsible for corporate services, including Financial Services and the administration of the infrastructure of the Synod – office management, financial and information support services, and Convention logistics.

8. The titles “Chief Executive Officer” and “CEO” will not be used in the revised Handbook.

9. Refer to various appendices to review the services and the proposed responsibilities of these two positions.

Response to this Recommendation

The CCMS would like to hear from the lay members of congregations, pastors and deacons how this recommendation can best be developed for the most effective and efficient mission and ministry.

Some aspects of this recommendation form the basis of more detail discussion and input from members in the next section of this process: Requests for Additional Input.

Your comments and suggestions will be recorded and shared with the CCMS in its January 2017 meeting for consideration and implementation.

Recommendations for Change #6 – Accountability of the Synodical Bishop

Recommendation

The CCMS plans to recommend to the Convention that the Synodical Bishop would continue to be elected by the Convention but once elected and between Conventions would be accountable to the LCC Board of Directors which will continue to have the authority (with specific limitations) of the Convention that it already has under the current Handbook. The CCMS will recommend to the Convention that the Synodical Bishop not be a voting member of the Board of Directors.

Consideration of this recommendation will require reference to Recommendation #5 which divides the role of the President and Recommendation #7 that defines the titles of the two new positions.

CCMS Rationale and Considerations

1. The Convention elects a Board of Directors to govern the delivery of the services of LCC and its infrastructure. In the revised structure the Board will delegate the management of its responsibilities to the Synodical Bishop and the Synodical Administrator.

2. Both leaders will be accountable to the Board of Directors, not either one to the other. (The current Synodical President is accountable to the Board of Directors between Conventions.)
3. Neither the Synodical Bishop nor the Synodical Administrator will be a voting member of the Board of Directors, as this would constitute a conflict of interest in being accountable to a board of which one is also a voting member.
4. The LCC National Survey determined that the respondents prefer that the current President not be a voting member of the Board of Directors.
 - 42.3% agree that the synodical President should not be a voting member of the Board of Directors to which he is accountable between Conventions.
Agreement/Disagreement ratio 1.5 to 1
 - 34.5% agree the synodical President should be a voting member of the Board of Directors.
Agreement/Disagreement ratio 1 to 1.1
5. The Synodical Bishop would be required to attend all meetings of the Board of Directors to provide strategic leadership for providing the ecclesiastical services of LCC. He would continue to have full voice at meetings of the Board of Directors.

Response to this Recommendation

The CCMS would like to hear from the lay members of congregations, pastors and deacons how this recommendation can best be developed for the most effective and efficient mission and ministry.

Some aspects of this recommendation form the basis of more detail discussion and input from members in the next section of this process: Requests for Additional Input.

Note the dotted line in the organizational chart on the cover. Can your group suggest any responsibilities for which the Synodical Bishop would be accountable directly to the Convention and not to the Board of Directors, which acts on the authority of the Convention between Conventions? What would be those responsibilities that are not already included in one or more of the ecclesiastical services? Should this dotted line become a solid line, or should it be removed?

Your comments and suggestions will be recorded and shared with the CCMS in its January 2017 meeting for consideration and implementation.

Recommendations for Change #7 – Titles: Synodical Bishop, Synodical Administrator, Regional Pastor, Circuit Counselor

Recommendation

The CCMS plans to recommend to the Convention the following titles for leadership positions in the new LCC structure:

- Synodical Bishop for the position of national spiritual leader
- Synodical Administrator for the position of national administrator
- Regional Pastor for the positions of regional spiritual leaders (somewhat similar to District President). These Regional Pastors will be a part of a senior ministry team accountable to the Synodical Bishop.
- Circuit Counsellor for the positions of current circuit counsellors

Consideration of this recommendation will require reference to Recommendation #5 that divides the role of the President and Recommendation #6 that defines the accountability of the Synodical Bishop.

CCMS Rationale and Considerations

1. The CCMS requested an opinion of the appropriateness of the use of the term “bishop” from the seminaries in Edmonton and St. Catharines. Both affirm the use of the term as being appropriate from a biblical, historical and confessional perspective and both affirmed its possible use in LCC.
2. The LCC National Survey indicated a significant divergence of opinion in the comfort of laypersons and pastors serving congregations with the use of the title “bishop”.
 - 19.3% of laypersons agree that the titles of spiritual leaders should be changed from “president” to “bishop”.
Agreement/Disagreement ratio 1 to 2.5
 - 53% of pastors serving congregations agree that the titles of spiritual leaders should be changed from “president” to “bishop”.
Agreement/Disagreement ratio 2.6 to 1
3. The CCMS generally affirms the opinions of the two seminary faculties, and at the same time is sensitive to the significant discomfort of laypersons with the term “bishop”.
4. Comments in the survey indicate that laypersons associate the abuse of hierarchical power with the title “bishop”. Opinions of the seminary faculties and the CCMS agree that it would take a process of education to bring comfort to laypersons with the use of this title.
5. Therefore, the CCMS chose a compromise in suggesting the use of the term “Synodical Bishop” as the new title for the spiritual leader (currently Synodical President) which aligns LCC with many other Protestant Churches, but chose not to use the term “bishop” for the regional spiritual leaders.

6. The regional spiritual leaders would have the title “Regional Pastor” to emphasize their leadership role in providing the services of Ecclesiastical Supervision, Community Building, and Caring for Members. The nomenclature, “Regional Pastor”, also clearly identifies the primary purpose of the individuals holding that position, namely, to be a pastor to the congregations, circuit counsellors, pastors, and deacons living and serving in his geographical area of responsibility.

7. The Circuit Counsellor would continue to use the same title. Circuit Counsellors will become even more significant within each region as spiritual leaders that deliver the first three services to the congregations, pastors and deacons in each of the current 31 circuits.

8. The CCMS is of the opinion that this compromise in the use of the term “bishop” by using also the titles Regional Pastor and Circuit Counsellor serve to highlight the unique leadership role in each of the three ecclesiastical levels in the one administrative structure of the Synod.

Response to this Recommendation

The CCMS would like to hear from the lay members of congregations, pastors and deacons how this recommendation can best be developed for the most effective and efficient mission and ministry.

Are you comfortable with the compromise language of ‘Synodical Bishop’, ‘Regional Pastor’ and ‘Circuit Counsellor’, especially in light of the joint article written by the two seminaries explaining and clarifying the Biblical and historical use of the term?

C. Invitation for Input – For Recommendations Yet to be Made

Request for Input #1 – Role of the Regional Pastor

Information

Much of the Regional Pastor’s role will be the same as the current District Presidents. It is a support role to the members of LCC, not a hierarchical or authoritarian role. Although we are more accustomed to speaking of “mission and ministry” than of “eight services”, both the District President and the Regional Pastor normally devote most of their available time to serving the congregations, pastors, and deacons with Ecclesiastical Supervision, Building Community, and Caring for Members, the first three services for which LCC exists as a corporate body. This primary responsibility will involve working with the Circuit Counsellors and visiting congregations, pastors, and deacons.

Regional Pastors will also share in coordinating LCC’s contribution to Canadian missions and social ministry initiatives within the regions. As a member of LCC’s senior ministry team (similar to Council of Presidents), each Regional Pastor will work with the Synodical Bishop and

the other Regional Pastors to develop programs and resources that deliver the services effectively and efficiently.

The most significant differences between the role of the Regional Pastor and the current District President are that:

- The Regional Pastor will have none of the administrative duties related to being the chief executive officer of a separate legally incorporation entity.
- Instead of being accountable to a Board of Directors, each will be accountable to the Synodical Bishop.
- Instead of being a member of the “Council of Presidents”, each would be a member a senior ministry team accountable to the Synodical Bishop.

Request for Input

1. How should the Regional Pastors be chosen – by election at a Convention, by appointment of the Synodical Bishop, or some other way? Perhaps a combination of these?
2. How often would you think a Regional Pastor should meet with the Circuit Counsellors? How often should the Regional Pastor visit the congregations in his region? How often should he visit with pastors and deacons? Is there consensus in your group on these questions?
3. Are there any corporate duties that the Regional Pastor would need to take on e.g. transfers of pastors between regions; assisting pastors, especially new pastors, to get a Provincial license to marry people; others?
4. What name should be given the group of Regional Pastors who serve as a “senior ministry team” accountable to the Synodical Bishop? “Senior Ministry Team”? “Synodical Ministry Team”? “Regional Ministry Team”? Other?

Request for Input #2 – Number and Boundaries of Regions

Information

With the transition to one administrative structure, LCC will move from the designation of districts to regions. Where the former Districts were governing administration structures with each District being a separate legally incorporated entity, the new regions will be a natural extension of the management of the eight services and infrastructure of LCC by the Synodical Bishop and the Synodical Administrator.

The CCMS is of the opinion that the recommendation about the number and boundaries of regions should flow from the experience, insights and advice from the members in the regions.

Here are some of the suggestions that we have heard so far in the discussions.

1. Keep the same number and boundaries as the present Districts.
2. Don't keep the same number to avoid falling into old habits.

3. Start with three regions and allow the Board of Directors to change the number as necessary.
4. Increase the number of regions now by dividing one or more of the present Districts.

There may be other options which your group can suggest.

The concern about the cost of administration is related to the number of regions, if we assume that regardless of the number of regions each Regional Pastor position is a full time position. That assumption is open to discussion, however, because the work of the Regional Pastors is related more to the Mission and Ministry of LCC (the delivery of three of the eight services) than to administration of LCC. Still, the cost increases with the number of regions, because the services (such as care for clergy, time with laypeople and energy devoted to congregations during their times of challenge, etc.) would increase.

Many people have suggested that there are some areas of the current Districts that are too far from most of the congregations, e.g. Quebec and the Maritimes, and that some changes in boundaries are necessary regardless of the number of regions.

Some of the factors that may determine how many regions there should be, which your group will want to consider and discuss, include:

- The maximum number of congregations that one Regional Pastor can reasonably serve
- The total number of members of the congregations in one region
- The geographical size and travel requirements of each region
- The number of Circuit Counsellors that each Regional Pastor would have to assist him
- How to maintain contact with congregations and/or circuits on the fringe of the regions.

Request for Input

1. Speaking first about the region you and your congregation would be in, what would be the preferred boundaries of your own region? How many circuits and congregations would there be in that region? What name would you want to give to your region?

2. What would be the most preferable community for your Regional Pastor to reside in? Are there several options?

3. How should the pay scale of regional pastors be determined? What sorts of assets does your group believe that the Regional Pastor would require (e.g. office space, admin assistant, etc.)?"

4. Looking at the whole church, how many regions in total should there be? Is there a consensus within your group? If not, is there a range of the number of regions your group would consider?

5. What other questions and/or ideas were raised in your discussion and what others comments can you offer?

Request for Input #3 – Role of the Circuit Counsellor

Information

The CCMS views the role of the Circuit Counsellor as fundamental to the mission and ministry of Lutheran Church-Canada. The CCMS is suggesting no change to the name, but would like to see the role become even more prominent in services of Providing Ecclesiastic Supervision, Building Community, and Caring for Members, the three most important services where the members themselves are the beneficiaries.

The current role of the Circuit Counsellor is somewhat unstructured and informal, although it is a very important role even now.

The CCMS envisions a more structured role with specific responsibilities for working with individual congregations and fellow pastors and with deacons. There will be more emphasis on developing and employing the programs that deliver these three ecclesiastical services. (cf. Section D, Appendix 2)

In the revised structure, Circuit Counsellor will be chosen more deliberately, perhaps in a different way. They will receive training with other Circuit Counsellors in national training programs.

The time that Circuit Counsellors devote to their important role should be compensated in some way, perhaps by reimbursing the congregation for the specific number of days in which they are engaged in non-congregational pastoral work.

It has also been suggested that in some cases retired pastors might be recruited for this work. They may have the experience, the time, the competencies and the desire to serve in this way. Compensation could be given directly to them in this case.

Request for Input

1. How should the Circuit Counsellors be chosen, following input by the Circuit, (1) by appointment of the Regional Pastor or (2) by appointment of the Synodical Bishop? Other?
2. How much time is required for the Circuit Counsellor in your circuit to fulfill the responsibilities of the position as it is now designed? Can you identify the number of days in a month?
3. What is the reaction of your group to the idea of LCC providing compensation to the congregation to cover the time spent on LCC mission and ministry?
4. What is your group's view of inviting retired pastors to serve as Circuit Counsellors on a part-time basis?

5. We invite your general comments to making the Circuit Counsellor role a more significant part of the delivery of LCC services to its members.

6. What should be the length of the term of office of Circuit Counsellor? Should there be a connection between the length of this term and the recommended four-year Convention cycle, e.g. a two-year term renewable once, or a four-year term? Is there consensus in your group?

Request for Input #4 – Number and Boundaries of Circuits

Information

The CCMS envisions four administrative levels for the mission and ministry of LCC: the national, regional, and circuit, and congregational levels.

Viewed in this structure the circuit becomes an integral level of providing the services of LCC to its own members. The revised role is viewed as more intentional and comprehensive in scope.

The roles of Circuit Forums and Circuit Convocations and even Circuit “Winkels” would become more defined and may change.

The circuit is the primary “ear” to the church to help LCC at every level of ministry to learn and to understand the needs of each individual circuit. The circuit is the primary means of designing services that are uniquely prepared to meet the specific needs of its members, needs that are not the same across the country.

Request for Input

1. What changes, if any, would you like to make to the size and boundaries of your circuit?
2. Does your group have an opinion of the effectiveness and efficiency of the circuits in your present District? Would you suggest any changes in the number and boundaries of them?
3. What are the comments your group would offer to the concept of making the circuit a more fundamental unit of delivery for Providing Ecclesiastical Supervision, Building Community, and Caring for Members?

Request for Input #5 – Revised Handbook Contents

Information

The Handbook contains the official documents that define the structure of Lutheran Church-Canada and matters related to the Mission and Ministry of LCC. The CCMS anticipates significant revision to the structure and to the documents created to describe LCC’s structure, mission and ministry going forward.

These two official documents will form the basis of the Handbook.

- The Act of the Parliament of Canada incorporating Lutheran Church-Canada (June, 1959)

- The (Statutory) Bylaws

The CCMS anticipates that the contents of the Constitution and the Synodical Bylaws will be distributed among the (Statutory) Bylaws, new Memoranda of Understanding, and a new Governance Manual for the Board of Directors. The former names of these two documents (Constitution and Synodical Bylaws) will no longer be used.

The CCMS wishes to emphasize that no changes will be made to the Doctrine and Practice of the Synod, which is documented in the Constitution in Article II Confessions. Because of its brevity we include it here:

Article II Confession

The Synod, and every member of the Synod, accepts without reservation:

1. the Scriptures of the Old and the New Testament as the written Word of God and the only rule and norm of faith and of practice;
2. all the Symbolical Books of the Evangelical Lutheran Church as a true and unadulterated statement and exposition of the Word of God, to wit: the three Ecumenical Creeds (the Apostles' Creed, the Nicene Creed, the Athanasian Creed), the Unaltered Augsburg Confession, the Apology of the Augsburg Confession, the Smalcald Articles, the Large Catechism of Luther, the Small Catechism of Luther, and the Formula of Concord.

Because the Constitution requires the approval of two-thirds of the congregations following the Convention, the CCMS assumes that the revised Handbook will have to be ratified by two-thirds of the congregations, even though there will be no changes to Article II Confessions.

With all of the congregations represented at future conventions it will no longer be necessary for congregations to ratify Convention approval of changes to the Handbook, but this revision to the Handbook must comply with the requirements of the current Handbook.

The other documents are more numerous and will require the approval of the Board of Directors but not the approval of the Convention between Conventions provided they are in compliance with both Official Documents. That compliance will be monitored by two of the Commissions (CCMS and CTCR) which are accountable directly to the Convention, not to the Board of Directors. These documents include:

- Memoranda of Understanding for each strategic relationship (25 at present)
- Governance Manual for the Board of Directors
- The Strategic Plan
- Management Manual for the LCC staff

These documents may be placed into the Handbook as an annex, or they may exist separately. The Memoranda of Understanding will have many repetitive sections with unique sections for each strategic relationship. These will extend the length and administrative cost to maintain, if they are included in the Handbook.

The Governance Manual will absorb some of the content of the current Synodical Bylaws and introduce other content clarifying the flow of authority and accountability.

The Strategic Plan developed in the Planning Conference, likely held every four years instead of the current six-year cycle, is not included in the Handbook at the present time.

The Management Manual will be new and may be changed by the Synodical Bishop and Synodical Administrator provided it remains in compliance with the Governance Manual and the two Official Documents (the Act and the Bylaws).

Any of these documents (up to 30 in number) may change between Conventions. If included in the Handbook as an annex, they may not remain current. The administrative cost of maintaining current printed copies of the Handbook including an annex would be prohibitive. Current electronic copies will be available at all times in any case.

Request for Input

1. The format of the Handbook will not become a recommendation, because the format must be decided long before the Convention itself. For this reason, the CCMS seeks your input in response to this information for possible changes to the format of the Handbook.
2. What questions or concerns arise in your minds because of these plans for the format of the revised Handbook and its annex?
3. Are you comfortable with including only the official documents in the Handbook and making the annex documents, which may change between conventions, available in electronic form?
4. We invite any comments on matters related to the Handbook structure and contents that have not been expressed here.

Request for Input #6 – Ministry and Administration Costs

Information

All organizations incur administration costs related to their infrastructure. LCC members expressed concern in the Survey comments and in the subsequent Stage Two discussion of the Survey results regarding what the cost of administration would be in the revised structure. People were particularly concerned that it could be more and indicated that they hoped it could be less.

The reality is that in the 28 years of LCC history there has never been a combined study of what the cost of administration is for the three Districts and the Synod combined. Furthermore, and more challenging, there appears to be no standard for what should be included in what LCC members think of as “administrative costs”.

The CCMS is committed to addressing the concerns of the laypersons, pastors, and deacons regarding the cost of administration. For that reason, the CCMS invites your input on what should be included in administrative costs, what the costs have been during the period of the “federation of districts” with four boards, and what percentage of the total budget is acceptable going forward for one administrative structure.

Another reality that we must all be aware of is that we have no control over what the administrative costs are for the seminaries, the Auxiliaries, the LSOs and the International Lutheran churches. Nor does the CCMS have that information at this time of writing.

What we do know is that all budgeted expenses fall into nine categories: the eight services demanded by the congregations, pastors, and deacons as outlined in the Objectives of LCC as presented in the Constitution, and LCC infrastructure (administration). While we would like to see the amount invested in the eight services increase to the point where all the members’ needs for these services are fully met, we would also like the percentage of administrative expenses to become a smaller percentage of the total budget. Translating that concept into real numbers is the challenge we make our focus in this request for input.

Here is what the CCMS would include in the cost of the Mission and Ministry of LCC:

- All budget items directly related to the seven ecclesiastical services, including costs associated with providing Ecclesiastical Supervision, Building Community (Canadian Lutheran, etc.), Caring for Members (travel, counselling, etc.) Training Church Workers (continuing education, etc.), Fostering Canadian and World Missions (mission congregation subsidy, and providing Social Ministry).
- The portion of salary/benefits, travel, and accommodations incurred by the Synodical Bishop, Regional Pastors, and Circuit Counsellors related specifically to planning, discussing and training for the delivery of services
- Funds transferred in strategic relationships to cover costs of training church workers, Canadian and world missions, social ministry.
- Expenses of the Commission on Adjudication (Caring for Members) and the Commission on Theology and Church Relations (Ecclesiastical Supervision)

Here is what the CCMS would include in the cost of administration. The cost of:

- Conventions that appear in the budget of LCC
- Maintaining the office building in Winnipeg
- Board meeting logistics, including travel, meals and accommodation for those required to attend
- Almost all of the salary/benefits of the Synodical Administrator
- Salaries of the administration staff in Winnipeg and the regions (if any)
- A portion of the salary/benefits of the Synodical President
- The portion of Salary/benefits, travel, and accommodations incurred by the Synodical Bishop, Regional Pastors, and Circuit Counsellors related specifically to administration
- Time of Regional Pastors and Circuit Counsellors in report writing and in duties not directly related to delivering the ecclesiastical services.
- Expenses related to the Commission on Constitutional Matters and Structure

- The portion of Canadian Lutheran and other communications related to administration
- Comparison administration costs will be available at your Circuit meetings.

Request for Input

1. Do you agree with what the CCMS would include in the cost of Mission and Ministry and what the CCMS would include in administration? What additions and changes to these lists would your group suggest? Is there a consensus within your group in this matter?

2. What percentage of the total LCC budget, including what is now in the three District budgets, would be the outside limit for the cost of administration? Is there a consensus in your group? If not, is there a range of percentages in your group?

3. What suggestions can the individuals in your group offer to reduce the cost of administration and/or to make the Mission and Ministry of LCC more efficient?

D. Appendices

Appendix 1- LCC Services and Constitution Objectives

(Actual objectives from Constitution displayed by the eight services)

1. Providing Ecclesiastical Supervision of Doctrine and Practice

Conserve and promote the unity of the true faith (Eph. 4:3-6; 1 Cor. 1:10) and provide a united defence against schism, sectarianism (Rom. 16:17), and heresy.

Aid congregations by providing a variety of resources and opportunities for recognizing, promoting, expressing, conserving, and defending their confessional unity in the true faith

2. Building Community

Encourage congregations to strive for uniformity in church practice, but also to develop an appreciation of a variety of responsible practices and customs which are in harmony with our common profession of faith.

Work through its official structure toward fellowship with other Christian church bodies.

3. Caring for Members

Aid congregations to develop processes of thorough Christian education and nurture and to establish agencies of Christian education such as elementary and secondary schools.

Provide evangelical supervision, counsel, and care for pastors, deacons, and other professional church workers in the performance of their official duties.

Provide protection for congregations, pastors, deacons, and other church workers in the performance of their official duties and the maintenance of their rights.

4. Training Church Workers

Recruit and train pastors, deacons, and other professional church workers and provide opportunity for their continuing growth.

5. Fostering Canadian Missions

Strengthen congregations and their members in giving bold witness by word and deed to the love and work of God, the Father, Son, and Holy Spirit.

6. Fostering World Missions

Extend that Gospel witness into all the world.

7. Providing Social Ministry

Provide opportunities through which its members express their Christian concern, love, and compassion in meeting human needs.

8. Providing Financial Services

Aid in providing for the welfare of pastors, deacons, and other church workers, and their families, in the event of illness, disability, retirement, special need, or death.

Appendix 2 – Services and Programs/Resources

The eight services that LCC provides for its congregations, pastors, and deacons is delivered through a flexible array of programs and resources. While the services have remained consistent from the founding of LCC, the programs and resources continually adapt to changing needs. This is not a complete list of programs and resources. Some programs and resources deliver more than one service, increasing both effectiveness and efficiency, e.g. “Visiting pastors, deacons, and congregations – routine visits” is listed as a program/resource to the first three services. Not all programs that provide more than one service are listed under each service it may provide.

1. Providing Ecclesiastical Supervision of Doctrine and Practice

- Visiting pastors, deacons, and congregations – routine visits
- Assistance for vacant and calling congregations
- Supervision of doctrine and teaching – conversations, listening
- Addressing differences in doctrine and practice
- Monitoring personal piety of church workers
- Conflict resolution
- Seminary teaching of doctrine and practice
- Guidance, interpreting doctrine and practice (CTCR)
- Pastoral conferences, workshops
- Inter-denominational relationships (Synodical Bishop/CTCR)

2. Building Community

- Visiting pastors, deacons, and congregations – routine visits
- Publications – *Canadian Lutheran* and on-line presence
- Circuit gatherings
- Conventions
- Regional gatherings

- Uniformity in doctrine and practice
- Youth Gatherings on any level
- Gathering of entities with whom we have a strategic relationship – LWMLC, etc.
- Workshops, seminars, learning experiences
- Inter-denominational interaction – CTCR discussion with others
- Churches co-hosting VBS and other community activities on the local level

3. Caring for Members

- Visiting pastors, deacons, and congregations – routine visits
- Parish Services, Programs and Resources – education, finance, seniors, evangelism, worship, stewardship, peacemakers, family ministry resources, children and youth
- Communications – prayer needs, information on important celebrations/activities
- Fostering Daycare/Preschool, Elementary, and Secondary Schools
- Worker Benefit Plans
- Protection of Members- e.g. Improper removal from office; improper criticism of a pastor or deacon by a congregation or certain members; improper criticism of a congregation or certain members by a pastor or deacon.
- Conflict Resolution

4. Training Church Workers

- Pastoral (Clergy) training program
- Diaconal training program
- Continuing education
- Pastors with Alternate Training (PAT)
- Colloquy Programs
- Recruitment
- Scholarships (Pre- and post-certification)

5. Fostering Canadian Missions

- Church planting and nurturing subsidized congregations
- Strengthening existing missions
- Ethnic specific ministry
- Urban outreach (including street ministries)
- Maritime outreach
- Campus ministry/outreach
- Lutheran Hour Ministries
- Prison Chaplaincy
- Military Chaplaincy
- Native Canadian Outreach and Ministry Support

6. Fostering World Missions

- Bible Translation
- Nicaragua/Costa Rica/Honduras

- Ukraine
- Thailand/Cambodia
- Haiti

7. Providing Social Ministry

- Disaster relief
- Refugee support
- Humanitarian development
- Elder Care
- Alcohol and Drug rehabilitation
- Community Care

8. Providing Financial Services

- Worker Benefit Plans/Investment Counselling
- Planned Giving – LCC Foundation
- Church Extension Funds
- Financial Officers Workshop

Appendix 3 - Definitions

Act – the Act of the Parliament of Canada to incorporate Lutheran Church-Canada (June, 1959).

Board of Directors – the body elected by the Convention to govern the Mission and Ministry of LCC between conventions and which is accountable directly to the Convention.

Bylaws – the document approved by the Convention that contains the definition of structure and governance processes of LCC membership and the Board of Directors.

Circuit Counsellor – the pastor chosen from each circuit to provide all the ecclesiastical services in each circuit of LCC.

Commission – a special purpose group created by the Convention which is accountable directly to the Convention.

Committee – a special purpose group created by the Board of Directors which is accountable directly to the Board of Directors

Confession – the title given to the statement of Doctrine and Practice in the Bylaws.

Constitution – the primary document defining Lutheran Church-Canada without reference to the 1959 Act of the Parliament of Canada. Changes to this document require the approval of two-thirds of the congregations of LCC because it contains the Statement of Faith.

Convention – the regular and special meetings of the elected delegates of LCC members.

Governance – the process by which the Board of Directors directs and controls the Mission and Ministry as authorized and documented in the Bylaws and mandated by the Convention.

Management – the process by which the Synodical Bishop and Synodical Administrator and their staff provide the programs and resources that deliver the services to the congregations, pastors, and deacons of LCC.

Memorandum of Understanding – a document which details the strategic relationship between LCC and any one or more of those organization in these relationships. The document is negotiated, is signed by both parties and has legal standing.

Regional Pastor – the spiritual leader in each of the regions chosen to lead the delivery of all ecclesiastical services of LCC.

Programs and Resources – the means developed by the Board and LCC leaders to deliver the services to the beneficiaries.

Services – the reasons for the existence of LCC in meeting the needs of the congregations, pastors and deacons which the congregations cannot provide themselves. They are based on the objectives in the Constitution.

Synod – means Lutheran Church-Canada (LCC).

Synodical Administrator – the person hired by the Board of Directors to manage Financial Services and the infrastructure of LCC.

Synodical Bishop – the national spiritual leader, elected by the Convention to provide leadership for all of the ecclesiastical services of LCC.

Synodical Family – means Lutheran Church-Canada and all legally incorporated organizations with whom LCC has signed a Memorandum of Understanding for walking together in Mission and Ministry.

Voluntary Ecclesiastical Bond – the strategic relationship that exists between Lutheran Church-Canada and other organizations with whom LCC has signed Memoranda of Understanding.