

District Superintendent Report

Throughout my days of preparation for writing my report to our 2025 District Conference, my mind has consistently gone to a particular group of words used by David in the sixteenth Psalm. Long ago, Israel's King wrote: *My boundary lines have fallen in pleasant places; surely I have a delightful inheritance.* As I have pondered the former shepherd's words, I have been struck afresh by how those words fit my life in this season. I love what I've been given to do as Superintendent of the Western District. I love the team I lead and the individuals who serve on it. I love the board to whom I am accountable. I love the calling we share and the priorities we pursue together under the reign of Christ. But most of all, I love the leaders and churches who serve the Alliance here in Alberta and in the Northwest Territories. I am deeply humbled, honoured and blessed that I get to serve you!

By the time you read this report, twenty-two months will have passed since I stepped into the role of Superintendent. Collectively, those months have been a season of change - not change for the sake of change only - but purposeful, intentional, strategic change. It has come as the result of a pursuit of increased clarity, chemistry, communication and connection around our vision and mission as a district family. We are approximately 500 leaders serving some 111 churches across this great province and north to Yellowknife. The great mission of your District Team has become to serve that great body of leaders and churches, as you invite others into the fullness of life offered by Jesus.

You may recall the specific words of Jesus that promote this idea. They're found in John 10:10 where He says: *I came that people may have life and that they might have it to the full. My purpose is to give people a rich and satisfying life.* We must understand what Jesus is saying here with His choice of phrases - "life to the full." He's saying: *I came in order that those who follow Me might experience an all-encompassing, never-ending, more-than-expected and more-than-enough life.* Let me be clear - there is a fullness of life that your Shepherd wants for you and for those who live all around you. In fact, the great Shepherd desires that people of every tongue, tribe and nation across the globe would experience this fullness of life. Your District Team wants to take part in serving you as you both experience and invite others into that fullness of life.

This report, overseen by me and co-written by the members of our Lead Team, is intended to provide you with a clear overview of where we stand and what has changed in the season of ministry since our last District Conference. In it, we'll unveil the mission we pursue and the state of the Western District family of leaders and churches in which we co-serve together as servants of Christ. We'll share with you the key result areas and initiatives, accomplishments and challenges related to each of our teams. By doing so, we'll bring clarity to our mission and put our accountability to you as a district family on display. All of this we do to invite your continued engagement and participation in the life of the Western District of the Alliance Canada.

So, allow me to kick things off by providing you with a summary of some of the most important changes that have taken place. There is, of course, much about our district family and its modus operandi that has never changed. What follows is the core of what

has shifted in the work of your District Team over the past twenty-two months as we have pursued clarity in what we are called to do.

1. **We have redefined our mission.** We have placed the mission of serving leaders who invite others into fullness of life in Jesus squarely in front of us. We are taking Jesus at His word when He says that is why He came. All around us and across the globe are people for whom Christ came and to whom He wants to give His fullness. We center our lives and ministry on joining Him in that venture. It is our mission to help you to do the same.
2. **We have redistributed our teams.** Early in my tenure, we made the decision to shift the focus of the three teams we have based on evidence of overlap and a lack of alignment in what was then our model of operation. We landed on a three-team format built around the priorities of developing leaders, developing churches and excelling in operations. This resulted in splitting what previously existed as the *Church and Leader Development Team* into two separate teams.
3. **We have restructured our leadership.** As these three teams were formed, Clint Mix was asked to lead the Church Development Team, Graham English was asked to lead the Leader Development Team and Les Bon-Bernard was asked to lead our Operations Team. Each accepted this new role and dug in. Those three leaders along with myself now form our District Lead Team which oversees our all-staff team.
4. **We have renovated our team membership.** Each Lead Team member was asked to take on the responsibility to lead specific individuals who would serve as part of their team based on gifting and passion. A key development here has been the assignment of a specific admin to both our Church and Leader Development Teams. In this way, leaders, churches and the Operations Team components of administration and finance are all effectively served. Role descriptions and one-line job descriptions have been developed for each of our teams and its members.¹
5. **We have reprioritized each of our teams' purpose and strategy.** We asked each of our teams to engage in a discernment process by which they would pursue clarity and alignment related to their mission and structure. Each has taken time and effort to define their specific mission, a strategic plan for achieving that mission, specific role descriptions for team members as well as key result areas and a budget for the ministry year ahead.
6. **We have reallocated our finances.** Six months into my time in office, we came face to face with the reality that we were about to face a significant financial challenge as we prepared for the 2024-2025 fiscal year. A shortfall in interest income, the challenge of financing three events in the coming ministry year (General Assembly, Prayer Retreat and District Conference), an increase in the cost of Prayer Retreat, and a number of smaller issues combined to create a rather bleak outlook as we walked through our

¹ The renovation of our team makeup has resulted in changes to the constituency of our staff. Over the months since I have stepped into the Superintendent's role, Doug Balzer, Luisa Castiblanco, Raymond Cheung, Jake Fraser, Nick Kadun, Shelby Keith and Wayne Regehr have all moved off our staff for a variety of reasons. I want to express my deep gratitude to each one for their excellent and generous service to the Western District and our leaders and churches during their tenure. We hold you in high regard!

budget preparations. We pivoted and prioritized and through a variety of methods of cost-cutting and spending, we were able to bring forward a balanced budget for the past ministry year.

7. **We have refreshed our team culture.** As with many teams and ministries, seasons of renewal are found to be necessary, particularly in times of change and transition. Interviews with staff revealed a need for increased clarity in roles and relationships. We refreshed our team culture by intentionally honouring and then closing the door on the past, by identifying and committing to specific values by which we would live, by developing a conflict covenant by which we would deal with our conflicts in God-honouring ways, and finally by engaging in spiritual warfare to end any role the enemy might have played in our friction. As a result, we have seen some wonderful and significant growth and development in our team culture.
8. **We have resolved to deliver on outcomes to advance our mission.** As is often true of leaders and leadership teams, we discovered and owned a propensity to overpromise and under-deliver and resolved to do something about it. To create clarity around our strategy and commitments, we resolved to prayerfully say “yes” to priorities and practices that accomplish our mission and to say “no” to initiatives that might be good, but do not align with our mission. We have begun to communicate our priorities clearly to one another, and to those we serve. We take personal ownership of our responsibilities and aim to complete the last 5% of what we commit to doing and to ultimately deliver on our desired outcomes.
9. **We have rallied around engagement with our mission.** The result of each of the previous shifts and changes has been a deeper engagement with our mission as a team serving our district family. We continue to do, of course, what your District Team have consistently done over the years in previous administration - serving leaders and churches that they might succeed in what God has called them to. As well, we have engaged in a shift in how we operate, a shift that flows from our redefined mission. Something new is afoot. Things are happening - things that you will read about in the reports of our Assistant District Superintendents and their teams in the pages that follow. There has been an increase in tools and resources, new avenues of service, advances in peer-to-peer relationships, new methods of discernment, training in governance and leader development, improved contact with churches, equipping in safe ministry, and the list is growing. I am encouraged at the advance I can identify in our engagement with our mission.

Before we enter into the various reports from our teams, one last word. To this point in my report, an important concept has risen to the surface of the page on a number of occasions. It has to do with the idea of clear-ness, or what our team calls “*clarity*.” It’s a word and concept that has held a prominent place in how we have operated over the past twenty-two months. Clarity has been defined as *clearness or lucidity as to perception or understanding; freedom from indistinctness or ambiguity; the quality of being easily understood*.

The dynamic and pursuit of clarity has been central to what your District Team has been pursuing together. And this pursuit has begun to pay clear dividends in our ministry. An

increase in clarity has led to greater alignment in mission, improved chemistry with one another, an advance in communication at almost every level of relationship and increased connection with our district family. Alignment and execution are trending upwards. I am encouraged and I hope you are as well.

And now, on to the reports of our teams.....

LEADER DEVELOPMENT TEAM - GRAHAM ENGLISH

Scripture underscores that leaders are called to vocational service, rather than merely appointed to a position. Pastoral leaders serve the body of Christ as servant-leaders, actively participating in His reconciling and transforming work. The intentional development of our licensed workers is imperative to the health and effectiveness of the local church.

Supporting the Western District's mission of serving leaders who invite others into fullness of life, the Leader Development Team (LDT) aims to cultivate the health and effectiveness of Licensed Workers.

The LDT is in the early stages of employing a framework comprising **Identity, Posture, and Skill** to develop leaders. Firstly, a focus on identity nurtures the leader's inner life, encompassing who they are and who they are becoming in Christ. Secondly, posture pertains to how leaders steward the influence entrusted to them, ensuring that those they serve can flourish. Lastly, skill concentrates on the competencies necessary for leaders to excel in their current assignments. These three components — **Identity, Posture, and Skill** — constitute the distinct framework that informs holistic development across all stages and contexts of pastoral leader development that can be uniquely customized for each person.

The LDT consists of Jeremy Peters (Leader Development Associate), Sarah Hunter (Peer-to-Peer Mobilizer), Nathalia Moraes Xavier (Team Administrator), and Graham English (Assistant Superintendent of Leader Development).

We serve approximately 500 Licensed Workers at various stages of development and operating in diverse contexts. We fulfill our purpose by focusing on three Key Result Areas (KRAs).

Our Key Result Areas

1. **The First Five Years:** We invest significantly in a leader's formative ministry years to prepare them for a lifetime of effective vocational service. This is achieved by fostering peer relationships, creating an environment conducive to spiritual formation and renewal, imparting core Alliance distinctives, and equipping leaders with foundational leadership skills. This KRA is championed by Jeremy Peters.
2. **Peer-to-Peer Relationships:** We establish structures and contexts that facilitate peer connections, ensuring everyone is supported and developed within a relationally rich environment. This is accomplished by cultivating leaders with a coaching posture, who

enable peer-to-peer collaboration, discernment, networking, resource sharing, connection, learning, and group coaching. This KRA is championed by Sarah Hunter.

3. **Ongoing Development:** We provide experiences and opportunities for licensed workers to facilitate intentional development throughout various stages of their vocational lifecycle. This is done by connecting leaders with peers at similar stages of development for mutual growth, offering experiences that catalyze growth, and providing key resources for leaders to facilitate their development. This KRA is championed by Graham English.

Our Major Initiatives

- Licensing and Ordination
- Core Training
- Peer Networks
- Peer Coaching Circles
- Prayer Retreat
- Development Cohorts
- Leader Care and Development Grants

Key Accomplishments

- **Prayer Retreat:** Our Prayer Retreat remains a significant context for leaders to connect with God and the district family. Despite rising costs at The Fairmont Chateau in Lake Louise, we continue to facilitate a well-attended and effective retreat.
- **Large Group Networks:** There are 11 Large Group Networks established, each with a district staff representative and a leadership team.
- **Youth and Children's Pastors Network Retreat:** The inaugural joint retreat for Youth and Children's Pastors saw an attendance of 44 individuals.
- **Peer Coaching Circles:** The Peer Coaching Circles resource has been developed for training, with approximately 30 trained facilitators and 6-8 new Peer Coaching Circles, alongside other peer group expressions.
- **National Ordination Pathway:** The successful launch of a new National Ordination Pathway for the Class of 2024.
- **Learning Management System:** Implementation of a Learning Management System for Core Training classes of 2024 and 2025, which is also available for other development opportunities.
- **Ordination Interviews:** Conducted 24 ordination interviews in 2024/2025, marking the largest group of ordinands in recent history.
- **Preaching Workshop:** Initiated a multi-session preaching workshop for ordinands, facilitated by Ric Strangway from Ambrose Seminary.
- **Accelerate Cohort:** This 2-year development experience will bring 15 to 20 leaders together for leadership development to focus on the capacities required for senior leadership.

- **Pre-Licensing Leader Development:** Facilitating a national office-led conversation to address the question, “Where will our new leaders come from?” in the context of pre-licensing leader development.

Highlights

- 497 licensed workers
- 72 licensed workers in Core Training, which includes peer circles, digital equipping, mentorship, and in-person regional retreats
- 328 licensed workers connected to 11 networks
- 29 licensed workers involved in Peer Coaching Circles
- 468 people attended Prayer Retreat 2024
- \$50,979 granted to 29 licensed workers for Prayer Retreat, education and pastoral health

Challenges

- **Time Constraints:** Pastors and church leaders often face the “*tyranny of time*,” where the demands of daily ministry activities leave little room for intentional leadership development. Balancing these responsibilities with the need for focused training can be difficult. Will pastors and boards invest in development so that they will flourish in leadership?
- **Inadequate Training:** The rate of development has not kept up with the rate of change and complexity in the world. Leaders find themselves leading in different contexts, where the traditional leadership models are insufficient to deal with the complexities that exist today. Can we equip leaders well enough?

Looking Ahead

- **Communication:** Develop a cohesive communication plan for leader development. The strategy includes a clear and effective webpage, feedback and input from licensed workers and equipping boards to understand the value of their investment in leader development.
- **Connection:** 100 conversations with Licensed Workers. These conversations will be to encourage, pray for, and seek feedback from our Licensed Workers as we serve them.
- **Implement Leader Health Assessments:** Establish comprehensive health assessments for leaders to monitor their physical, mental, relational, spiritual, and emotional well-being. These assessments should be integrated into regular evaluation processes to promote sustained leadership effectiveness and resilience.
- **Further Development and Implementation of the Identity/Posture/Skills Leadership Framework:** Advance the development and application of the Identity/Posture/Skills Leadership Framework. This involves refining the framework's components and ensuring its practical integration into leadership training programs to enhance customized leader development.

- **Broaden the Pre-Licensing Leader Development Conversation to Western District Churches and Workers:** Expand the discourse on pre-licensing leader development to include Western District churches and their workers. This initiative aims to foster a more inclusive and comprehensive approach to leadership preparation, addressing the unique needs and contexts of these communities.
- **Growing Peer Coaching Circles:** Facilitate the expansion of peer coaching circles to provide leaders with ongoing support, feedback, and collaborative learning opportunities. These circles should be structured to encourage mutual growth and the sharing of best practices among peers.
- **Growing Development Cohort Experiences:** Enhance the development cohort experiences by increasing the number and diversity of cohorts. This strategy aims to provide leaders with varied and rich developmental opportunities, fostering a culture of continuous learning and professional growth.

For my development, I (Graham) have been working on a Doctor of Leadership from Portland Seminary, helping me to think more robustly about leadership as I serve you. I am also working on a dissertation that will contribute to the work of leader formation in the Western District.

Western District family, I am humbled to serve you. We have an amazing group of licensed workers who love Jesus, love His church, and have an increasing desire to work collectively for the sake of the Kingdom mission. I love our leaders. I also love the work assigned to me, with increasing focus on leader development in the last year. I, with the other members of the LDT, look forward to what Jesus has for the Western District in the next season.

Serving together with you,
Graham English - Assistant Superintendent of Leader Development

CHURCH DEVELOPMENT TEAM - CLINT MIX

Team Members

- Laurie Ashlin-Mayo, Team Administrator
- John Brown, Resource Specialist and District Contact for 20 Churches (Edmonton NW and Peace Country)
- Scott Dixon, Team Associate and District Contact for 49 Churches and 1 New Venture (Edmonton, Red Deer, Lakeland, North)
- Clint Mix, Assistant Superintendent, New Venture Co-Lead, District Contact for 33 Churches and 4 New Ventures (Calgary and South)
- Jerin Thomas, Global Mission Mobilizer, New Venture Co-Lead, District Contact for 9 (Mono-Cultural Churches) and 7 New Ventures

Scope

The Church Development Team works primarily with Lead Pastors and Elders Boards/Advisory Committees and supports the work of the Leader Development Team and the Operations Team.

Team Purpose

As part of the Western District's vision to serve leaders who invite others into fullness of life, the Church Development Team focuses on serving churches to flourish by discerning and participating in the mission of God. With this focus, we have prayerfully discerned four Key Result Areas (KRAs) that we pursue so that we can serve churches to flourish.

Key Result Areas

1. Serving churches to flourish through **Encouragement**
2. Serving churches to flourish through **Discernment**
3. Serving churches to flourish through **Resources**
4. Serving churches to flourish through **Mission**

Major Initiatives

- **District Contact for churches:**
 - Every church has a contact person from the Church Development Team, answering the question... *"who do I reach out to?"*
 - The District Contact takes the posture of encouragement by listening to understand and appreciating the work that God is already doing in the church.
 - The District Contact takes the approach of encouraging the church to listen to the voice of Jesus (practice discernment) and then pointing the church to the best resources (including people) as they respond to Jesus.
 - The District Contact also endeavors to make sure that everyone is prayed for.
- **Field Team:**
 - The Field Team is comprised of the District Superintendent, the Director of Operations, the Leader Development Team, and the Church Development Team. Their role is to work collaboratively regarding placement, licensing, Core Training, etc. in serving our leaders and churches.
- **Flourishing Through Discernment:** This discernment resource will empower churches to hear and discern the mission of God for their specific church and community.
- **Resources:** The Resource Specialist is tasked with creating and effectively distributing resources within the district. We are currently creating resources in 13 categories and 50+ subcategories.
- **Mission:**
 - **New Ventures:** We are collaborating with other Districts in embracing the paradigm and practices of New Ventures with a focus on Discerning Individuals, Discerning Communities, Partnerships, and Agreements resulting in New Ventures.
 - **Global Mission:** This past March, 81 Western District Licensed Workers (47 IWs and 34 Pastors) along with numerous Lay Leaders, participated in The Alliance

Canada Global Gathering in Chiang Mai, strengthening our collective commitment to global mission and deepening connections across the movement.

Key Accomplishments

- *Flourishing Through Discernment* videos have been shot and edited, and the participant's guide is in its final draft. Link for a short promo video following the conclusion.
- Created the following resources (links and passwords following the conclusion):
 - *Board Governance Essentials Course*
 - *Board Governance Manual Training*
 - *Finding and Using Your Inner Coach* (Videos & Learning Guide)
 - *Pastoral Transition Guide* for Board of Elders & Advisory Committees
- Increased the global and local mission impulse across our churches, demonstrated by a rise in Mission Sundays and conferences, with measurable participation and impactful engagements.

Highlights

- The Church Development Team, formed in January 2024, has had significant contact with 80% of our churches.
- The Board Essentials Course has had 71 unique views, has been accessed more than 265 times and has been shared with the Eastern Canadian District.
- Currently, we have 21 conversations on potential New Ventures and seven active New Venture agreements.
- Western District 2024 Global Advance Fund giving exceeded the faith goal (101.16% of faith goal).
- Currently, there are 16 potential International Worker candidates from the Western District.
- 10 new Seamless Link covenants were signed between Western District IW's and churches since the last District Conference in 2023.

Challenges

- The quantity of responsive responsibilities leaves limited time for proactively contacting our churches.
- The time it takes for an effective discernment process makes it challenging for some churches to engage.
- Our capacity to create and deliver our resources continues to run into technological barriers.
- The New Ventures approach is a shift from our past Church Planting practices and takes time to learn and implement.

Looking Ahead

- Have a minimum of one meaningful connection with every Lead Pastor each year.
- Have a minimum of one meaningful connection with each Board of Elders/Advisory Committee every two years.
- Finalize and make available the Flourishing Through Discernment resource.
- Train individuals to facilitate the Flourishing Through Discernment resource in their own context and in other churches.
- Produce and release videos and guides for.....
 - Mental Health online training for pastors
 - Listening to Jesus: Jesus as Functional Head
 - Human Resources Essentials for Churches and Boards

To the churches and leaders who make up the Western District, thank you for the privilege of serving you in leading our Church Development Team. And on behalf of Jerin, John, Laurie and Scott, we want you to know of the great joy we experience in helping your church to flourish by discerning and participating in the mission of God. Please let us know how we can further serve you.

Sincerely,

Clint Mix - Assistant District Superintendent of Church Development

Church Development Resource Links and Passwords

- Flourishing Through Discernment promo video:
 - [Access Video](#)
 - Board Governance Essentials Course:
 - [Access the Course](#), Password: WCD 2024
 - Board Governance Manual Training:
 - [Access the Course](#), Password: HR
 - [Sample Board Governance Manual](#)
 - Finding and Using your Inner Coach
 - [Access Videos](#), Password: CoachingWCD
 - [Access Learning Guide](#)
 - Pastoral Transition Guide for Board of Elders & Advisory Committees:
 - [Access Videos](#), Password: HR
 - PDF Link: [Western District Contact for Churches](#)
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OPERATIONS TEAM - LES BON-BERNARD

As an Operations Team, we contribute to our District mission of “*Serving leaders who invite others into fullness of life*” by “*serving those that serve others!*” We serve both our internal District Team as well as our 111 churches and almost 500 licensed workers.

Team Members

- **Operations Lead:** Les Bon-Bernard, Assistant Superintendent
- **Administration:**
 - Wendy Ng, Systems and Administration Manager
 - Laurie Ashlin-Mayo, Church Development Team Administrator
 - Shelby Keith, Personnel Administrator (Departed Role: May 2025)
 - Elaine Mactavish, Executive Assistant
 - Nathalia Moraes Xavier, Leader Development Team Administrator
- **Finance:**
 - Luisa Castiblanco, Finance Manager (Departed Role: February 2025)
 - Coralee Jones, Finance and Benefits Administrator
 - Ethan White, Financial Analyst
- **Consultants:**
 - Cindy Barlett, Ministry Safety & Risk Consultant
 - Lawrence Stalder, Bylaws / Governance Consultant
 - Steven John, Property Development Consultant

Major Initiatives and Key Accomplishments

- **Finance:**
 - We went to market and established a new benefits provider. This initiative was led by Luisa Castiblanco and Coralee Jones.
 - Transitioned the District to an audit instead of a review. This initiative was led by Luisa Castiblanco.
- **North Trellis:**
 - North Trellis became an entity on July 1, 2024 in place of CP Trust. This initiative was led by Wayne Regehr (departed role in December 2023), Joanne Janzen (Finance Committee) and Luisa Castiblanco.
- **Risk Mitigation:**
 - Pursued a major reduction in churches out of compliance with our abuse prevention requirements for insurance purposes. The number of churches cut in half in 2024 and then cut in half again in the first four months of 2025. This initiative has been led by Cindy Barlett.

- **Technology:**
 - Revamped our file architecture in preparation for a system ecosystem consolidation. This initiative is ongoing and has been led by Wendy Ng and her team.
- **ROCK RMS:**
 - This church management system began as a district initiative and has more recently become a collaborative project as ROCK has moved to our National Ministry Centre. Wendy Ng and Shelby Keith have led the way on this initiative.
- **Website:**
 - We are currently beginning a project to revamp our website with the primary goal of having leader and church resources readily accessible on the site through the log-in portal. This is a collaborative team led by Wendy Ng and includes Sarah Hunter (LDT) and John Brown (CDT).
- **Administration:**
 - Restructuring our Administration Team to increase support for our teams.
 - Calendar co-ordination across teams to reduce the concentration of activities and asks of our leaders and churches.
 - Secured contracts for Prayer Retreat at The Fairmont Chateau Lake Louise for 2024-2026 (therefore controlling our costs for an extended window.) Wendy Ng led the negotiation process.
 - Now that new mission and structure have come into place Wendy Ng is leading a team to do a branding refresh. Sarah Hunter (LDT) and John Brown (CDT) are investing in this project as well.

Projects

What follows is a list of some of the projects I have invested my time in since beginning my role as Assistant Superintendent for Operations in January of 2024:

- Supported our Lead Team and staff efforts to update our mission, values and structures.
- Invested in a collaborative effort to reboot our strategic planning process.
- Developed a staff health process in conjunction with our Lead Team.
- Developed consistency across teams.
- Established consistent job profiles across our team along with developed one-line job descriptions.
- Re-established an Executive Pastor's (XPs) and Operations large group network.
- Re-established a Camp Leaders network.
- Renewed and developed a common camp constitution for our district camps.
- In terms of governance with our district, we've developed a comprehensive set of transition processes for moving between various types of church structures. This process has been led by Lawrence Stalder. Ken Chapman, John Brown, Jen Van

Steenbergen (Associate Pastor, The Exchange Church) and I are engaged on this team.

- Engaged in a process to simplify our structures and processes to serve our leaders and churches more effectively.
- Increased our collaboration with other districts and our National Ministry Centre. This continues to grow and develop.
- Under the direction of Sherri Ens (Encompass Board Chair) and the board, we have worked to do a major refresh on the mission and strategic plan of Encompass Partnerships.
- Engaged in a multitude of contacts with leaders, boards and churches to provide support on a variety of issues such as (1) Queries and support related to topics such as human resource matters - answering everything from simple questions through complex challenges. (2) Dealing with issues related to property sales and acquisitions in tandem with our consultant Steven John.
- Have dealt with sale of property issues, often requiring work with municipalities in regard to rezoning, subdivision, municipal reserves, etc.
- Supported churches in dealing with property tax reviews and appeals.
- Support in dealing with media relations.

Expressions of Gratitude

We are served by a number of specialists who consult and accomplish work for our district churches and leaders. They are:

- Glenn Warkentin, who has served our district extremely well for a number of years by providing legal advice.
- Our Finance Team, and our District Treasurer Ken Chapman, have all offered financial support and advice at crucial points.
- Lawrence Stalder who has served to advise and consult with us on all matters of governance.
- Steven John for his continued expertise regarding a variety of property related issues.
- Joanne Janzen for her tremendous contribution to our Finance Committee and the migration to North Trellis.
- Cindy Bartlett and Ethan White, who have helped us with risk-related issues.
- Ethan White who has helped many with insurance questions and CRA compliance, loan and investment support.

Challenges

- We are currently ministering in a rapidly changing cultural and legislative landscape. This has and will continue to require significant due diligence and adaptation.
- Policies and procedures in some instances have lagged behind. This has happened at all levels - church, district and national. This will require diligent attention in the season ahead of us.

- Human Resources (HR) related issues continue to be a significant area of attention for our team and our churches.
- As we move forward, we will need to work towards increasing clarity on the interface between the local church and the WD as it relates to legal, property and staffing responsibilities and issues.
- Like you, we are attentive to ongoing succession challenges within our teams.

Looking Ahead

- Dashboard development to monitor key indicators relative to our mission and health.
- Integrated and simpler technological ecosystem.
- Simple access to the growing pool of resources being developed by our team through the development of an effective website.
- Review and update our Policy manual within the District Office.
- Refreshed branding for the Western District.

To our District leaders and churches, I want to say a huge thank you for the opportunity that I have to serve you in the role assigned to me. I love serving you as you serve others through your ministry and leadership. I join with my fellow members of our Operations Team in looking ahead to the ministry year that is ahead of us.

Sincerely,

Les Bon-Bernard - Assistant District Superintendent for Operations

Thank you for taking time to read this full report and especially the reports of our Assistant District Superintendents and the teams they lead. Each of their reports provides specificity as to the areas of priority they are pursuing on your behalf. I trust that what has been written here indicates that your District Team has been listening to the input and feedback we've received from you as district leaders and churches. Each team's list of initiatives, priorities, projects and accomplishments is a reflection of the priorities we have sensed God is leading us toward, based on our discernment of His voice and listening to you.

Each person on our District Team wants you to know what we are doing to serve you. And it's important to us that you know of the various ways and means of service that you can access. I trust this report is helpful to you and your church in accomplishing that very thing.

LOOKING AHEAD

I am convinced that much of the two years ahead of us before we meet again for District Conference in 2027 will be spent building on the foundations of what we have learned and applied over the past two years. Those foundations were built out of a necessity for change that has been thrust upon us by the changes in culture that have taken place all around us. And those foundations will provide the stability for moving outward and more deeply engaging with the mission field with which our province and our territory provide us.

Recent statistics reveal that in the fourth quarter of 2024, there were 20,008 net migrants to Alberta from international origins and 5,292 net migrants came from other Canadian provinces. The world has not only come to Canada; it continues to come to Canada. And Canada itself continues to move toward Alberta. In the meantime, the world beyond continues to long for and cry out for an experience of fullness of life. And that fullness of life has only one Source by which it may be experienced. Jesus Christ is the fullness of life - to whom else would we turn? Who else would we offer to others except Him? *In Him is life and that life is the light of all* (John 1:6).

At our General Assembly in Toronto in July 2024, Darren Herbold, the President of the Alliance Canada, led us in embracing the priority of doubling our reach in the decade ahead of us. I, along with your District Team, look forward to joining you in leaning into that priority in the years ahead as we build on the foundation we have in place.

GRATITUDE

As Superintendent, I want to express my gratitude to a number of individuals and parties who play or have played a significant role in helping the Western District to succeed in its mission. Our former Superintendent, Brent Trask, has served me so very well in consulting with me at needed and necessary points along the way. He made himself available to me for a season of coaching me into the role in the summer of 2023 before I started serving with the district. And Brent has been 100% available to me along the way in answering questions, providing documentation, and giving me insight into the events and experiences of past years in the district. This has been helpful beyond description.

I am also very thankful for the role that DEXCOM - our district board and the folks to whom I am accountable - has played in my life. In our meetings twice each year and in the seasons between those meetings, they have been faithful to provide wisdom, input, and prayer support for this leader along the way. I am deeply thankful for each other them. Andrew Fisher (as Vice-Chair), Ken Chapman (as Treasurer) and Jason Fan (as Secretary) have been of particular help and support to me. And I would be remiss if I did not mention the stalwart leadership provided by Michelle Dwyer and Tiffany Ho whose terms on DEXCOM are coming to an end. To all who serve on our District Executive Committee - thank you for your faithful service to Christ and His people.

I am most thankful to the staff on our District Team as well. These folks work very hard on your behalf - I want you to know that. Whether someone is serving on our Operations Team out of our office in Calgary or they serve churches more directly out of both the Edmonton and Calgary areas, I have deep appreciation for the sacrifices and energies this team extends to you by the means of which they serve. There is no doubt in my mind that they give of themselves with a mission of serving you as leaders who invite others into fullness of life. I am particularly thankful to the Lead Team members who have served alongside me these past two years - Clint, Graham and Les.

I would encourage you to pray regularly for those mentioned above. They are choice Kingdom-minded servants who join you in what you do as you invite others into the fullness of life that you have discovered can only be found in Jesus.

CONCLUSION

In conclusion, let me express to you my thanks for your service of our King Jesus. From the Peace River Country in the north, to the folks in southern parts of the province, from the slopes of the Rockies out to the border of that beautiful province east of us, thank you for being part of the mission of the Western District. Your influence matters, it really does. Your place of service in Christ's Kingdom and among God's people in His Church is crucial to those who reside in this province, coming to Christ, and knowing His fullness. Blessings to you as you serve in your role. You are loved and prayed for by your district leaders.

Now to Him who is able to do immeasurably more than all we ask or imagine, according to His power that is at work within us, to Him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen. (Ephesians 3:20-21)

Thanks be to God, who always leads us as captives in Christ's triumphal procession and uses us to spread the aroma of the knowledge of Him everywhere. (2 Corinthians 2:14)

Humbly submitted,
Matthew Boda - Superintendent