

Board of Trustees Supplement

I. Polity matters

A. *Board of Trustees membership* (Committee 1)

1. Trustees and a young adult representative completing six years of service as of June 30, 2017 (indicated with an *), or who have not been nominated to the Council of Delegates:

Region/Classis	Member
Region 7	David R. DeRidder
Region 8	Socorro Woodbury
Region 9	Elizabeth Rudenga
Region 10	Kenneth A. Baker
Region 11	* Chris Van Spronsen
Region 12	José Tagle
U.S. at-large	* Kyu Paek
Classis Alberta North	Walter Mulder
Classis Alberta South/ Saskatchewan	Peter DeBoer
Classis B.C. South-East	* Gavrielle (Gavy) Tran
Classis Chatham	Norman J. Visser
Classis Quinte	Shawn R. Brix
Canada at-large	Ralph Luimes
Young adult representative	Youri Lee

All of the other current Board of Trustees members and a young adult representative are being presented to synod for consideration as nominees for appointment to the Council of Delegates.

2. Words of special thanks

The services provided by members of the Board of Trustees deserve the recognition and appreciation of synod. The quality of CRC members who are willing to serve the church in governing functions is one of our strengths as a church and community. The Board has acknowledged the conclusion of service of the Board members named above who will not be transitioning as delegates to the Council of Delegates. We thank God for each of these dedicated servants and for their contributions to the Board and the Christian Reformed Church in North America.

A number of Board of Trustees members have served the denomination between one and five years in a governance role and have been nominated by their classes (classical representatives) or the Board of Trustees itself (at-large members) to continue service to the denomination on the new Council of Delegates. We are grateful for their willingness to continue in this special leadership role and to provide governance to the ministries of the CRCNA.

3. Council of Delegates nominees

a. Classis nominations

Each of the forty-eight classes was asked to submit nominees to the Council of Delegates for appointment by Synod 2018 in anticipation of implementation of the new

governance model on July 1, 2017. To help facilitate the process, the Board of Trustees did not require the classes to submit a slate of names. Forty-two of the classes submitted a single nominee; the remaining six classes have presented slates of nominees for election of one member from each by synod.

The BOT recommends that synod appoint the following single nominees for classical representation to the Council of Delegates as presented by the classes. *Note:* Biographical information for those not currently serving on a denominational board is included in section I, A, 3, c.

Classis	First	Middle	Last	Current Board	Term Expires
Alberta North	Michelle		Kool	None	NA
Alberta South/ Saskatchewan	Cora		Rempel	NMA	2019
Arizona	Jose	Antonio (Tony)	Lara	None	NA
Atlantic Northeast	Samuel	D.	Sutter	None	NA
B.C. North-West	Andy		De Ruyter	BOT	2021
B.C. South-East	Bev		Bandstra	None	NA
Central California	Fernando		del Rosario	CC	2021
Chatham	Beth		Fellinger	NMA	2018
Chicago South	Jei		Wilson	None	NA
Columbia	Gary		Bos	BOT	2022
Eastern Canada	Bernard		Bakker	BOT	2022
Grand Rapids East	Emmett		Harrison	BOT	2021
Grand Rapids North	Daudi		Mutisya Mbuta	None	NA
Grand Rapids South	David	A.	Struyk	None	NA
Grandville	Timothy		Bosscher	NMA	2020
Greater Los Angeles	Melvin		Jackson	NMA	2022
Hackensack	Sheila		Holmes	None	NA
Hamilton	Garry		Sytsma	BOT	2019
Hanmi	Tong	K.	Park	None	NA
Heartland	Mark		Volkers	BTGMI	2020
Holland	Scott		DeVries	None	NA
Hudson	Joel		Vande Werken	BTGMI	2018
Huron	Darrell		Bierman	BOT	2021
Iakota	Cal		Hoogendoorn	BOT	2019
Illiana	Sally		Haywood	BTGMI	2022
Kalamazoo	Kevin		Ten Brink	BOT	2022
Ko-Am	Theodore		Lim	None	NA
Lake Superior	Donald	G.	Draayer	BOT	2020
Minnkota	Leland		Vanderaa	BTGMI	2019
Muskegon	Susan	B.	Hoekema	BOT	2021
Niagara	Chris		deWinter	BOT	2022
Northcentral Iowa	Wendell		Davelaar	None	NA

Northern Illinois	Arnie		Stolte	None	NA
Northern Michigan	Bruce		DeKam	None	NA
Pacific Northwest	Bomsu		Kim	NMA	2018
Quinte	Cori		Christiaan	None	NA
Rocky Mountain	John		Eigege	NMA	2019
Southeast U.S.	Stan		Workman	NMA	2020
Thornapple Valley	Paul		De Vries	BOT	2022
Toronto	Sam		Cooper	BOT	2022
Wisconsin	Bruce		McMurry	NMA	2018
Zeeland	Ron		Meyer	NMA	2018

The BOT recommends that synod elect members as classical representation to the Council of Delegates from the following slates of nominees as presented by the classes.
Note: Biographical information for those not currently serving on a denominational board is included in section I, A, 3, c.

Classis	First	M.I.	Last	Current Board	Term Expires
California South	John	H.	Caicedo	None	NA
	Robert		Moore	None	NA
Central Plains	Brian		Ochsner	None	NA
	Tom		Wolthuis	None	NA
Georgetown	David		Den Haan	None	NA
	David		VanRandwyk	None	NA
Lake Erie	Laurie		Harkema	None	NA
	Susan	Berends	Medendorp	None	NA
Red Mesa	Randy		Freeland	BOT	2021
	Stanley		Jim	None	NA
Yellowstone	Peter		DeVries	None	NA
	Mike		Santarosa	None	NA

Note: Because of a desire for strong continuity on the COD from year to year, board terms will be determined following elections by synod (e.g., some may serve a total of four or five years so that no given year has more than an average of eight to nine members retiring from the COD) upon recommendation by the COD Nominating Committee to the Council of Delegates.

b. At-large nominations

The membership of the COD includes three at-large members from Canada and one at-large member from the United States. The Board of Trustees recommends that synod appoint the following single nominees as at-large members on the Council of Delegates.
Note: Biographical information for those not currently serving on a denominational board is included in section I, A, 3, c.

Country	First	M.I.	Last	Current Board	Term Expires
Canada at-large	Ashley		Bootsma	BOT young adult rep.	2020
	Verney		Kho	BOT	2019
	Aaltje		Van Grootheest	BOT	2022
United States at-large	Elsa		Fennema	NA	2023

c. Biographical information for COD nominees

The following biographical information is provided for nominees to the COD who are not currently serving on one of the following denominational boards: Back to God Ministries International, Board of Trustees of the CRCNA, Calvin College, or the new mission agency.

Classis Alberta North

Rev. Michelle Kool serves as an interim pastor at Covenant CRC in Edmonton, Alberta. She has served on the Classis Alberta interim committee, prayer ministry committee, and elders ministry committee and is an alternate for the stated clerk.

Classis Arizona

Rev. Jose Antonio Lara is a pastor at River's Edge CRC in El Paso, Texas. Before attending seminary, Tony was a public school teacher. He has also served on various synodical and classical committees.

Classis Atlantic Northeast

Rev. Samuel D. Sutter serves as a pastor at Goshen (N.Y.) CRC. He was a delegate to Synod 2015. He is also serving on the Classis Atlantic Northeast church renewal team.

Classis B.C. South-East

Mrs. Bev Bandstra is a member of Ladner CRC, Delta, British Columbia. She is involved in leading worship and teaching adult education. Along with her husband, John, Bev coordinates the church's refugee program. After graduating from Dordt College, Bev and her husband taught in Nigeria for two years, joining CRC World Missions as associate missionaries. She has served on Christian school boards in Victoria and Smithers, B.C., and at Fraser Valley Christian High School in Surrey, B.C., as well as on the board of directors of the Society of Christian Schools in B.C. From 2003 to 2009 she also served as part of the executive board of the Christian Schools International board of trustees. Her professional experience includes working for the Society of Christian Schools in B.C. (5 years), for North American Indigenous Ministries (4 years), and, most recently, as assistant to the president of Regent College, Vancouver, B.C. (14 years).

Classis California South

Rev. John H. Caicedo is the senior pastor of Iglesia Cristiana El Sembrador CRC in Fontana, California. John has a master of divinity degree and a doctoral degree in ministry and is pursuing a master of sociology degree. He serves on the classical executive team and has been a delegate to three synods.

Mr. Robert Moore serves as a commissioned pastor for Oasis Community CRC in Moreno Valley, California. He has provided noteworthy leadership to a church that is currently searching for a minister. He is also currently serving on the church development team.

Classis Central Plains

Rev. Brian Ochsner is the senior pastor of Sully (Iowa) CRC. He has been actively involved in Classis Central Plains as chair of the classical interim committee and as part of the executive, vision, youth education/teaching, and worship leading committees. He has also been influential in helping Classis Central Plains refocus on promoting healthy churches.

Rev. Tom Wolthuis attends Peace CRC in Cedar Rapids, Iowa. Tom has served as a church planter, pastor, and theology professor and as president of the Institute for Christian Studies. He is currently a campus pastor at Geneva Campus Ministry through Christian Reformed Home Missions.

Classis Chicago South

Mr. Jei Wilson is the director of development at Roseland Christian Ministries in Chicago. He attends Roseland CRC, where he is an elder, and he is licensed to exhort in Classis Chicago South. Jei has an associate's degree in data processing from Robert Morris, has technical and leadership training from Community College of the Air Force, and has attended Kingdom Community Leaders Institute. Jei has served on the Roseland Christian Ministries board, the Roseland CRC council, and the Fifth District Pastoral Subcommittee. He was an elder delegate to Synod 2016 and will be an ethnic adviser to Synod 2017.

Classis Georgetown

Rev. David Den Haan is the lead pastor for Fairway CRC in Jenison, Michigan. His previous experience includes participation in denominational candidacy interview panels, classis interim/executive committee, classis renewal team, classis vision team, student fund committee, church visiting team, and classis meeting planning. He has also served as a delegate to synod. David's involvement at Fairway CRC includes serving on the council, the administrative team, the pastoral elder board, the worship ministry committee, and the discipleship ministry team.

Mr. David VanRandwyk is a retired CEO of Bursma Electronics. He is currently an IT consultant. David attends Trinity CRC in Grandville, Michigan. His previous experience includes serving on the corporate board of Bursma Electronics, the

Jenison Christian School board, the Calvin College board of trustees, and the Back to God Ministries International advancement board (as chair). David is currently on the Visser YMCA board, serving as council clerk, and participating in the CTS Renewal Lab. His church council experience includes five terms as elder, including service as president and clerk of council.

Classis Grand Rapids North

Mr. Daudi Mutisya Mbuta has a degree in health services and is currently an administrator for MOKA, a nonprofit organization serving to enhance the full inclusion of individuals with disabilities into our communities. He attends African Community Fellowship CRC in Grand Rapids, Michigan, and serves as its council president. Daudi served as the council secretary from 2002 through 2011 and has been a delegate to classis meetings for Classis Grand Rapids North.

Classis Grand Rapids South

Rev. David Struyk is a pastor at Community CRC in Wyoming, Michigan. He has 30 years of classis involvement, has served on the classical renewal ministry team, and has been a delegate to synod five times. Currently he is serving on the classical ministries committee and new church development committee for Classis Grand Rapids South.

Classis Hackensack

Rev. Sheila Holmes is a pastor at Northside Community CRC, Paterson, New Jersey. She holds a bachelor of science degree in urban ministry and is in the process of earning a master's degree and a doctoral degree. She was a telecommunications representative for 29 years and is a trained instructor in trauma awareness. Sheila has also been involved as a trainer in youth mentoring and youth ministries. Sheila's previous experience includes two terms on the CRCNA Board of Trustees (executive committee and chair), two terms on the Christian Reformed Home Missions board, service on several synodical committees and as classical stated clerk, service on the Eastern Home Mission Board ministry leadership team, and membership on community boards (Ceasefire, Dawn Treader School, public school councils, Paterson Community Initiative). Currently she is serving on the Synod Review Task Force scheduled to report to Synod 2019. Her local involvement also includes service as a Bergen County chaplain, as a Paterson community chaplain, and as a codirector of a summer day camp.

Classis Hanmi

Rev. Tong K. Park is the executive director for CRM Korea. He is a member of Springing Fountain CRC in Anaheim, California. Tong has a bachelor of business administration degree from Seoul National University in Korea and a master of business administration degree from Anderson Business School, UCLA. Tong was the founder and general manager for the audiovisual division of Sony Corporation of America. He served as the Korean ministry director for Christian Reformed Home Missions for five years. Currently he serves Classis Hanmi as a member of the interim committee and as synodical deputy.

Classis Holland

Rev. Scott DeVries is the classis ministries coordinator for Classis Holland and a builder. He attends Bethany CRC in Holland, Michigan, where he served as pastor for four years. Scott has served on the advisory board for the denomination's Connections Project since 2015. He attended Synod 2015. Scott has shown significant leadership ability and knowledge of the broader church and brings a willingness to serve.

Classis Ko-Am

Rev. Theodore Lim has been the senior pastor of L.A. Global Mission Church in Los Angeles, California, for the past thirteen years. He completed the master of divinity program at Fuller Theological Seminary, received a doctor of missiology degree from Grace Theological Seminary in Indiana, and has published several books and articles. As an evangelist and mission advocate, Dr. Lim serves as a provost of international affairs for Tahan Theological College and Seminary in Myanmar, where he has taught mission classes as a visiting professor since October 2015. He also serves as stated clerk for Classis Ko-Am.

Classis Lake Erie

Mrs. Laurie Harkema serves as adult choir director, as an organist/pianist, and as a worship planner at River Terrace CRC in East Lansing, Michigan. She and her husband have been members at River Terrace since 1994. Laurie served previously as a Classis Red Mesa representative to the CRC Board of Publications while attending Fellowship CRC in Albuquerque, New Mexico. She was also active in the worship planning at Fellowship CRC and taught music in two private schools in Albuquerque. In addition, she taught music for eighteen years in the Okemos, Michigan, public school system.

Mrs. Susan Berends Medendorp is a graduate of Calvin College and Calvin Theological Seminary. For ten years (1991-2001) she served as a missionary in the Dominican Republic. She has been a special education teacher in both the Christian and public school systems. Susan has also served as an elder and as a catechism teacher, newsletter editor, Christian school supervisor, ministry director of discipleship, chair of GROW team, teacher of adult education, and leader of GriefShare ministry at River Terrace CRC in Lansing, Michigan. She has been a spiritual retreat leader for Dominican Sojourners and for Face2Face Michigan/Indiana. She has also authored several Bible studies.

Classis Northcentral Iowa

Rev. Wendell Davelaar is a pastor at Hollandale (Minn.) CRC. He has served on the Rural Electric Co-op board, the local Dairy Herd Improvement Association, and the Three Rivers Cadet Council board. Wendell also serves as a member of the Hollandale Volunteer Fire Department and as a Cadet counselor.

Classis Northern Illinois

Mr. Arnie Stolte is the president of an environmental consulting service to large- and medium-sized manufacturing companies. He is a member of Lombard (Ill.) CRC. He has served Classis Northern Illinois as an elder for Lombard CRC. He has also served the Chicago Christian Counseling Center, the steering committee for Fox Valley CRC in Crystal Lake, Illinois, and the local homeowners association. Locally he has led high school ministry, taught eighth grade, and served as a mentor with the Bridge Community homeless ministry.

Classis Northern Michigan

Mr. Bruce DeKam is the owner of Great Lakes Dairy Supply, Inc. He attends Prosper CRC in Falmouth, Michigan. Bruce has served several terms as elder and deacon at Prosper CRC and is currently a member of the classical interim committee. He has also served on the county fair board. At Prosper CRC, Bruce has also served as a youth leader, high school catechism teacher, Sunday school superintendent, and chair of the strategic planning committee.

Classis Quinte

Mrs. Cori Christiaanse is semiretired with a background in banking, and she works part-time as a tax professional. She previously served for eight years as coordinator of the local Coffee Break Ministries program and has hosted a weekly Bible study in her home for neighbors. She was also involved in M2/W2 prison ministries and is currently involved as a Bible study reviewer and correspondent with Crossroads Prison Ministry. Cori served on the board at Trenton (Ont.) Christian School, on the community relations committee, and on the finance committee at Quinte Christian High School, Belleville, Ontario. At her church, Cori is part of the pastoral care committee and the prayer team.

Classis Red Mesa

Rev. Stanley Jim is a member of Window Rock (Ariz.) CRC. He has been serving Christian Reformed Home Missions as director for Indigenous/Native American outreach and as a representative for Classis Red Mesa. He has served various churches in Classis Red Mesa and knows the denominational structure well. He can contribute a helpful understanding of Native American culture and worship in the larger context of the CRCNA.

Classis Yellowstone

Rev. Peter DeVries is the pastor of Mountain Springs Community Church, Salt Lake City, Utah. He previously served on the CRCNA Board of Trustees, and he served Christian Reformed Home Missions as a board member and as a smaller church specialist. He serves on the classical interim committee and in his local church as a youth group leader.

Mr. Michael Santarosa is a registrar at Westminster College in Salt Lake City, Utah, and attends Life in Christ CRC, Salt Lake City. He has served on his church's council, at classis, and at synod. Formerly, as a Presbyterian, Michael served the local church session (elders) in three congregations and on the committee for local arrangements for the general assembly. He also served on the board of a classical Christian elementary school and with local Young Life and InterVarsity ministries. In addition, he has served on a number of college and university committees and through professional associations.

Canada at-large

Ms. Ashley Bootsma is a member of Community CRC in Kitchener, Ontario. She graduated with a bachelor of arts degree in May 2017 and plans to pursue a M.Div. degree beginning in fall 2017. She previously served as a young adult representative to synod two times and served as a young adult representative on the BOT for the past two years. Ashley met her future husband at Synod 2016—he was a delegate and she was a young adult representative!

United States at-large

Mrs. Elsa Fennema is a member of Hope CRC in Oak Forest, Illinois. She has served on several school and agency boards, has taught for over 35 years, and has served in a number of leadership roles in her church and classis and in various nonprofit organizations. For example, she has served as chair of the Safe Church Team for Classis Chicago South and as a board member at Daystar School and at Roseland Christian School, both in Chicago, and at Bethany Christian Services in Palos Heights, Illinois. She was also an administrator at Chicago Westside Christian School. In addition, she has served as a local church elder and as a delegate to synod three times—including being elected as second clerk at Synod 2016.

B. Interim executive committee of the Council of Delegates (Committee 1)

At its recent meeting the Board of Trustees and the boards of Back to God Ministries International and the new mission agency, from their respective corporations elected the following to serve as the *interim* executive committee of the Council of Delegates until the Council of Delegates is able to elect its executive committee and officers at its first meeting:

Mr. Andy de Ruyter
 Rev. Paul R. De Vries
 Rev. Donald G. Draayer
 Ms. Beth Fellingner
 Rev. Emmett A. Harrison
 Mr. Garry Sytsma
 Mr. Mark Volkers
 Rev. Stanley J. Workman

From the slate of eight interim executive committee members, the members of the Board of Trustees and the boards of Back to God Ministries International and the new mission agency elected an interim president of the Council of Delegates until such time that the Council of Delegates convenes in October 2017 and holds elections for officers. Rev. Paul R. De Vries was elected to fill that role in the interim.

C. Council of Delegates bylaws and other legal matters (Committee 1)

In preparation for the transition from the current governance and corporate structures, the boards and respective national corporations of Back to God Ministries International and the new mission agency took appropriate actions prior to review and action by the Board of Trustees, noted in the following:

1. That synod take note that the BOT, as directors of the Michigan Corporation, (1) received as information the resolutions of the CRHM U.S. Board for merger approval (Appendix B) and of the CRWM U.S. Board for merger approval (Appendix C) and (2) adopted the Resolution for Merger and the Restated Bylaws as provided in Appendices D-1 through D-3 (including Appendices A and E).
2. The Board recommends that Synod 2017 approve the resolution adopted by the CRHM U.S. Board (Appendix B) and the resolution adopted by the CRWM U.S. Board (Appendix C).
3. The Board of Trustees, as directors of the Michigan Corporation, recommend that Synod 2017 approve the Resolution for Merger and the Restated Bylaws as provided in Appendix D-1 through D-3 (including Appendices A and E).
4. The Board recommends that Synod 2017 approve the U.S. Restated Bylaws as the Bylaws for the BTGMI Corporation (Appendix F) as presented in the BTGMI Corporation Resolution of April 27, 2017 (Appendix G).
5. That synod (1) receive as information the resolutions of the CRHM Canada Corporation Directors and Members (Appendix I) and the CRWM Canada Corporation Directors and Members (Appendix J) and (2) take note that the Board of Trustees endorsed the CRCNA Canada Corporation's resolution of Directors and Members (Appendices K and L) repealing the current bylaws (enacted September 26, 2014) and approving the new CRCNA Canada Corporation bylaws (Appendix H), including the amalgamation of the CR World Missions Corporation and CR Home Missions Corporation into the CRCNA Canada Corporation to reflect the transition to the new Council of Delegates model.
6. That synod endorse the CRCNA Canada Corporation's resolution of Directors and Members (Appendices K and L) repealing the current bylaws (enacted September 26, 2014) and approving the new CRCNA Canada Corporation bylaws (Appendix H), including the amalgamation of the CR World Missions Canada Corporation and CR Home Missions Canada Corporation into the CRCNA Canada Corporation to reflect the transition to the new Council of Delegates model.
7. That synod endorse the BTGMI Canada Corporation's repeal of the current bylaws (enacted April 24, 2014) and approval of the new BTGMI Canada Corporation bylaws (Appendix M) as presented in the BTGMI Canada Corporation Resolutions of April 27, 2017 (Appendices N and O), to reflect the transition to the new Council of Delegates model.
8. That synod take note that the BOT noted the following action of the BTGMI U.S. Corporation Board of Directors: during the transition time from July 1, 2017, until the first meeting of the Council of Delegates, the four U.S. members of the BTGMI board who are

transitioning onto the COD also serve as the interim officers of the BTGMI U.S. Corporation.

9. That synod take note that the BOT noted the following action of the BTGMI Canada Corporation Board of Directors: during the transition time from July 1, 2017, until the first meeting of the Council of Delegates, that the four Canadian delegates elected to serve on the COD Interim Executive Committee also serve as the interim officers of the BTGMI Canada Corporation.
10. That synod, upon adoption of the COD Governance Handbook and election of COD delegates—thereby establishing the Council of Delegates—disband the Board of Trustees of the CRCNA and the boards of Back to God Ministries International and the new mission agency (i.e., the joint board of Christian Reformed World Missions and Christian Reformed Home Missions), effective June 30, 2017.

II. Program and finance matters

A. Program matters

1. Expressions of gratitude (Committees 4 and 5)

The Board paid special tribute to the following three denominational staff during its annual spring banquet, expressing gratitude for their years of humble service: Rev. Ronald A. Klimp, recently retired from service as director of Chaplaincy and Care Ministry; Ms. Carol Sybenga, retiring from service as program manager of ServiceLink; and Mr. Peter Vander Meulen, retiring from service as coordinator of the Office of Social Justice.

2. Transition of new mission agency (Committee 6)

a. Special recognition

The Board recommends that synod express its appreciation and gratitude to Dr. Gary J. Bekker for his years of faithful service to the denomination in his role as director of Christian Reformed World Missions, and to Dr. Moses Chung for his years of faithful service to the denomination in his role as director of Christian Reformed Home Missions.

b. Proposed new name

Upon recommendation of the new mission agency board, the Board of Trustees received and endorsed the new name and brand *Resonate Global Mission* (see Appendix P) and recommends that synod approve the name *Resonate Global Mission* for the new mission agency.

The Board also recommends that synod adopt the following authorizing statements, should such authorization be needed:

Authorizing statements from the boards of Christian Reformed Home Missions and Christian Reformed World Missions in the USA and Canada

1) CANADA: That synod approve *Resonate Global Mission* as the name for the new mission agency (NMA) and instruct the executive director of the CRCNA and the NMA director to accomplish needed revisions in the Articles of Incorporation and charitable registrations for Christian Reformed Home Missions of Canada and Christian Reformed World Missions of Canada, both of which are Canadian incorporated charities. That the president or other elected officer of the corporations be authorized to sign any documents as are required to implement the name change, including an amendment to the Articles of Incorporation.

2) MICHIGAN: That synod approve *Resonate Global Mission* as the name for the new mission agency (NMA) and instruct the executive director of the CRCNA and the NMA director to accomplish needed revisions to the Articles of Incorporation and not-for-profit registrations for Christian Reformed Home Missions of the United States of America and Christian Reformed World Missions of the United States of America, both of which are incorporated not-for-profit organizations in the State of Michigan. That the president or other elected officer of the corporations be authorized to sign any documents as are required to implement the name change, including an amendment to the Articles of Incorporation.

3. Remembering, Reaffirming, and Reinvigorating Our Response to Global Humanitarian Challenges (Committee 4)

The Board of Trustees received a report and recommendations, “Remembering, Reaffirming, and Reinvigorating Our Responses to Global Humanitarian Challenges,” as a partial response to the action of Synod 2016 to “instruct the executive director to encourage the Justice, Inclusion, Mercy, and Advocacy (JIMA) collaboration group to continue to prioritize goals and assign resources for all of our justice and mercy denominational issues” (*Acts of Synod 2016*, p. 829). The Board presents the full report (found in Appendix Q) and recommendations to Synod 2017 for its consideration in response to the directive given to the ED.

4. Mandate for CRC Worship Ministries (Committee 5)

The Board adopted a mission and vision statement for CRC Worship Ministries and recommends that synod receive the new mandate presented in Appendix R as information.

5. Churches for Middle East Peace (Committee 4)

The Board reviewed a report from the organization Churches for Middle East Peace (see Appendix S) and commended the efforts to identify the stated priorities and develop accompanying interagency/ministry strategies in fulfillment of the goals of *Our Journey 2020* (Ministry Plan). It is recommended that Synod 2017 take note of the efforts of our ministries toward peacemaking in the Middle East.

B. *Finance matters* (Committee 7)

1. The Board approved the unified budget for the denominational entities, inclusive of the individual budgets of the agencies, the educational institutions, the denominational offices, the Loan Fund, and the Special Assistance Funds of the CRC as presented to the BOT in the report of the BOT Finance Committee.

2. The Board recommends that synod approve a ministry share of \$339.48 per adult member (age 18 and over) for calendar year 2018—the same level approved for calendar years 2016 and 2017.
3. The Board recommends that synod approve the list of above-ministry share offerings as follows:

a. Denominational agencies recommended for one or more offerings

Back to God Ministries International
 Calvin College
 Calvin Theological Seminary
 Christian Reformed Church Foundation
 CR Home Missions
 CR World Missions
 Congregational Services
 1) Aboriginal Ministries (Canada)
 2) *The Banner*
 3) Centre for Public Dialogue
 4) Chaplaincy and Care Ministry
 5) Disability Concerns
 6) Faith Formation Ministries
 7) Pastor Church Resources
 8) Race Relations
 9) Safe Church Ministry
 10) ServiceLink
 11) Social Justice and Hunger Action
 12) Worship Ministries
 Timothy Leadership Training Institute
 World Renew—one offering per quarter because the agency receives no ministry-share support

b. Denominationally related agencies recommended for one or more offerings

Communities First Association
 Diaconal Ministries Canada
 Dynamic Youth Ministries
 1) GEMS
 2) Calvinist Cadet Corps
 3) Youth Unlimited
 Friendship Ministries (Friendship Ministries—Canada)
 Partners Worldwide

4. The Board informs synod that it has approved the renewal of the following accredited agencies for offerings in the churches for 2018—year one in a three-year cycle of support (2018-2020). Guidelines adopted by Synod 2002 require an application by nondenominational agencies and synodical approval every three years. Synod indicated that, in the intervening years, agencies are to submit updated financial information and information regarding any significant programmatic changes. Each nondenominational agency requesting approval submitted the required materials for consideration.

The BOT Finance Committee reviewed the process and recommended updates to the policy for review and approval of agencies for support.

The nondenominational agencies recommended for financial support but not necessarily for one or more offerings are

a. United States

1) Benevolent agencies

Bethany Christian Services
 Hope Haven
 The Luke Society
 Pine Rest Christian Mental Health Services
 Quiet Waters Ministries

2) Educational agencies

Ascending Leaders
 Christian Learning Center (CLC)
 Christian Schools International
 Christian Schools International Foundation
 Dordt College
 Elim Christian Services
 Friends of ICS (U.S. Foundation of Institute for Christian Studies)
 Kids Hope USA
 The King's University (through the U.S. Foundation)
 Kuyper College
 Langham Partnership
 Redeemer University College (through the U.S. Foundation)
 Rehoboth Christian School
 Tent Schools International (formerly Worldwide Christian Schools)
 Trinity Christian College
 Zuni Christian Mission School

3) Miscellaneous agencies

Association for a More Just Society
 Audio Scripture Ministries
 Bible League International
 Care of Creation
 Center for Public Justice
 Crossroads Prison Ministries (formerly Crossroad Bible Institute)
 InterVarsity Christian Fellowship
 Mission India
 Mississippi Christian Family Services
 Talking Bibles
 The Tract League
 World Communion of Reformed Churches (WCRC)
 Wycliffe Bible Translators, Inc.

b. Canada

1) Benevolent agencies

Beginnings Family Services
Indwell (formerly Homestead Christian Care)

2) Educational agencies

Dordt College
EduDeo
Institute for Christian Studies
The King's University
Kuyper College
Redeemer University College
Trinity Christian College

3) Miscellaneous agencies

A Rocha Canada
Bible League – Canada
Canadian Council of Churches
Cardus (Work Research o/a Cardus)
Citizens for Public Justice (CJL Foundation)
Evangelical Fellowship of Canada
Gideons International – Canada
InterVarsity Christian Fellowship of Canada
OneBook
Shalem Mental Health
World Communion of Reformed Churches (WCRC)
Wycliffe Bible Translators of Canada, Inc.

5. New requests for inclusion on the list of nondenominational agencies approved for offerings

The Board of Trustees recommends that synod approve the following organizations for inclusion on the accredited agency list:

United States and Canada

Samaritan's Purse/Operation Christmas Child endorsed the opportunity for congregations to pack shoebox gifts through the Operation Christmas Child Project. Though churches may certainly give financially, the organization's focus is much more on a practical, hands-on global missions opportunity. In addition to providing children with shoeboxes full of gifts, Samaritan's Purse is engaging those children in a 12-week discipleship program, "The Greatest Journey," with Bible teaching, and providing a Bible upon graduation.

Canada

Dunamis Fellowship Canada helps equip people to experience and live in the reality of Jesus' promise by providing biblical teaching on the Holy Spirit and practical applications of the teaching. It also provides a community of Spirit-empowered believers who support each other in their spiritual development. Although the fellowship's historic roots are in the Presbyterian and Reformed stream of the Christian faith, it serves people from many denominations.

6. The denominational salary grid

The BOT recommends that Synod 2017 adopt the salary grid included below for use in fiscal year 2017-2018. The grid reflects no increase from the 2016-2017, 2015-2016, or 2014-2015 salary amounts.

2017-2018 Salary Grade and Range Structure

Level	U.S. Range		Canadian Range	
	Minimum	Target	Minimum	Target
20	\$153,763	\$180,898		
19	\$138,976	\$163,501		
18	\$122,431	\$144,037	\$114,256	\$134,418
17	\$108,478	\$127,621	\$99,706	\$117,301
16	\$93,392	\$109,873	\$87,097	\$102,467
15	\$81,357	\$95,714	\$77,518	\$91,198
14	\$72,640	\$85,459	\$70,566	\$83,019
13	\$64,857	\$76,302	\$64,361	\$75,718

7. Ministers' pension assessment

The Board recommends that synod take note of the following action of the Pension Trustees endorsed by the Board of Trustees at its May meeting:

That the 2018 per-member assessment for the Canadian Plan remain \$42.96 and that the Canadian per-participant assessment remain \$9,840. Similarly, that the 2018 per-member assessment for the U.S. Plan remain \$37.20 and the U.S. per-participant assessment remain \$7,704.

8. Summary of denominational investments and compliance with investment policy

Synod 1998 approved a number of measures dealing with investment guidelines and disclosures. The BOT's response to these requests is found in Appendix T.

III. Recommendations

A. That synod express appreciation for members of the Board of Trustees who have served the denomination with dedication and have contributed toward the governance of the CRCNA (BOT Supplement section I, A, 2).

B. That synod by way of the ballot appoint the classical representation to the Council of Delegates from the list of single nominees and slates of nominees as presented by the classes (BOT Supplement section I, A, 3, a and c).

C. That synod by way of the ballot appoint four at-large members to the Council of Delegates from the list of single nominees presented (BOT Supplement section I, A, 3, b and c).

D. That synod, in order to fulfill the legal obligations for the transition to the new Council of Delegates model of governance (BOT Supplement section I, C):

1. Take note that the BOT, as directors of the Michigan Corporation, (1) received as information the resolutions of the CRHM U.S. Board for merger approval (Appendix B) and of the CRWM U.S. Board for merger approval (Appendix C) and (2) adopted the Resolution for Merger and the Restated Bylaws as provided in Appendices D-1 through D-3 (including Appendices A and E).
2. Approve the resolution adopted by the CRHM U.S. Board (Appendix B) and the resolution adopted by the CRWM U.S. Board (Appendix C).
3. Approve the Resolution for Merger and the Restated Bylaws as provided in Appendix D-1 through D-3 (including Appendices A and E).
4. Approve the U.S. Restated Bylaws as the Bylaws for the BTGMI Corporation (Appendix F) as presented in the BTGMI Corporation Resolution of April 27, 2017 (Appendix G).
5. (a) Receive as information the resolutions of the CRHM Canada Corporation Directors and Members (Appendix I) and the CRWM Canada Corporation Directors and Members (Appendix J) and (b) take note that the Board of Trustees endorsed the CRCNA Canada Corporation's resolution of Directors and Members (Appendices K and L) repealing the current bylaws (enacted September 26, 2014) and approving the new CRCNA Canada Corporation bylaws (Appendix H), including the amalgamation of the CR World Missions Corporation and CR Home Missions Corporation into the CRCNA Canada Corporation to reflect the transition to the new Council of Delegates model.
6. Endorse the CRCNA Canada Corporation's resolution of Directors and Members (Appendices K and L) repealing the current bylaws (enacted September 26, 2014) and approving the new CRCNA Canada Corporation bylaws (Appendix H), including the amalgamation of the CR World Missions Canada Corporation and CR Home Missions Canada Corporation into the CRCNA Canada Corporation to reflect the transition to the new Council of Delegates model.
7. Endorse the BTGMI Canada Corporation's repeal of the current bylaws (enacted April 24, 2014) and approval of the new BTGMI Canada Corporation bylaws (Appendix M) as presented in the BTGMI Canada Corporation Resolutions of April 27, 2017 (Appendices N and O), to reflect the transition to the new Council of Delegates model.
8. Take note that the BOT noted the following action of the BTGMI U.S. Corporation Board of Directors: during the transition time from July 1, 2017, until the first meeting of the Council of Delegates, the four U.S. members of the BTGMI board who are transitioning onto the COD also serve as the interim officers of the BTGMI U.S. Corporation.

9. Take note that the BOT noted the following action of the BTGMI Canada Corporation Board of Directors: during the transition time from July 1, 2017, until the first meeting of the Council of Delegates, that the four Canadian delegates elected to serve on the COD Interim Executive Committee also serve as the interim officers of the BTGMI Canada Corporation.
10. Upon adoption of the COD Governance Handbook and election of COD delegates—thereby establishing the Council of Delegates—disband the Board of Trustees of the CRCNA and the boards of Back to God Ministries International and the new mission agency (i.e., the joint board of Christian Reformed World Missions and Christian Reformed Home Missions), effective June 30, 2017.

E. That synod express its appreciation and gratitude to Dr. Gary J. Bekker for his years of faithful service to the denomination in his role as director of Christian Reformed World Missions, and to Dr. Moses Chung for his years of faithful service to the denomination in his role as director of Christian Reformed Home Missions (BOT Supplement section II, A, 2, a).

F. That synod approve the name *Resonate Global Mission* for the new mission agency (BOT Supplement section II, A, 2, b).

G. That synod adopt the following authorizing statements, should such authorization be needed (BOT Supplement section II, A, 2, b):

Authorizing statements from the boards of Christian Reformed Home Missions and Christian Reformed World Missions in the USA and Canada

1) CANADA: That synod approve *Resonate Global Mission* as the name for the new mission agency (NMA) and instruct the executive director of the CRCNA and the NMA director to accomplish needed revisions in the Articles of Incorporation and charitable registrations for Christian Reformed Home Missions of Canada and Christian Reformed World Missions of Canada, both of which are Canadian incorporated charities. That the president or other elected officer of the corporations be authorized to sign any documents as are required to implement the name change, including an amendment to the Articles of Incorporation.

2) MICHIGAN: That synod approve *Resonate Global Mission* as the name for the new mission agency (NMA) and instruct the executive director of the CRCNA and the NMA director to accomplish needed revisions to the Articles of Incorporation and not-for-profit registrations for Christian Reformed Home Missions of the United States of America and Christian Reformed World Missions of the United States of America, both of which are incorporated not-for-profit organizations in the State of Michigan. That the president or other elected officer of the corporations be authorized to sign any documents as are required to implement the name change, including an amendment to the Articles of Incorporation.

H. That synod adopt the following recommendations from the “Remembering, Reaffirming, and Reinvigorating Our Responses to Global Humanitarian Challenges” document found in Appendix Q (BOT Supplement section II, A, 3):

1. That Synod 2017
 - a. Urge CRC members, congregations, and agencies to remember and renew our passion to serve God by serving the poor and oppressed in ministries of relief, development, proclamation, and advocacy for justice.
 - b. Reaffirm and recommend to members, churches, and denominational agencies, and educational institutions the conclusions and recommendations contained in our 1978 and 1979 reports on hunger, as well as in the 1993 report “Freedom to Serve: Meeting the Needs of the World.”
 - c. Reaffirm and recommend to members, churches, and denominational agencies, and educational institutions the conclusions and recommendations pertaining to root causes of suffering and oppression contained in the 2006 War and Peace report, the 2010 Migration of Workers report, and the 2012 report of the Task Force on Creation Stewardship.
 - d. Endorse and support a renewed and revised multiple agency, collaborative program that would build on our existing ministry capacities to exercise the following within a healthy biblical Reformed worldview:
 - 1) Increase our efforts to educate CRC members, congregations, agencies, and educational institutions on how best to serve people who are poor and hungry.
 - 2) Continue and increase our effective relief, development, and justice ministries with people who are suffering from drought, famine, war, climate change, trafficking, and persecution.
 - 3) Increase our understanding of the root and systemic causes of hunger, poverty, oppression, and injustice.
 - 4) Improve and broaden our ability to be active and engaged Christian citizens, standing with and advocating for the rights and welfare of those whom the world would disdain and discard.
 - 5) Increase the financial support for World Renew’s yearly World Hunger Sunday as well as collaborative peace, justice, and reconciliation education and mobilization efforts of the Office of Social Justice, Canadian Ministries, Worship Ministries, Faith Formation, and other Justice, Inclusion, Mercy, and Advocacy (JIMA) ministries.
2. That synod (1) take note that the above proposal arises in response to a decision of Synod 2016 (*Acts of Synod 2016*, p. 829) instructing “the executive director to encourage the Justice, Inclusion, Mercy, and Advocacy (JIMA) collaboration group to continue to prioritize goals and assign resources for all of our justice and mercy denominational issues,” and (2) instruct the executive director to pursue other possible priorities as well as to plan and implement the program described in recommendation 1, d above and report the results to synod annually through 2020.

Grounds:

- a. This proposal offers a timely and urgent response to the increase in suffering we see in a world where the recent progress made in alleviating poverty, hunger, and oppression at home and abroad is threatened by expanding violence, changing climate, and mass migrations.
- b. This proposal recognizes the effective poverty response, educational, and advocacy resources our denomination has already developed and encourages CRC members to utilize those ministries and resources (e.g., World Hunger

Campaign, *Live Justly*, Good Soil, Churches Between Borders, Dance of Racial Reconciliation, Journey with Me, Blanket Exercise, Social Justice Mobilizers in Canada and the United States).

- c. This proposal strongly reaffirms the findings of previous study committees and ministries that demonstrate that an effective antihunger and antipoverty response must be holistic. To be effective, we must weave together direct ministry action, education on root causes, and advocacy. (This could include, for example, development and agricultural programs; immigration reform; combating racism and discrimination; responding to the calls to action of the Truth and Reconciliation Commission of Canada; creation care, including adaptation and mitigation of climate change; and refugee resettlement.)
- d. This proposal reaffirms that an effective response to poverty and hunger must include holding our governments and international bodies accountable so that they devote sufficient resources to ending violence, preventing famine, trading fairly, reducing the causes of climate change, improving refugee and immigration policy, and paying attention to racism and discrimination endemic to our societies.
- e. This proposal has strong continuity with previous synodical actions on hunger, poverty, and their root causes, including the World Hunger recommendations passed by synod in 1978 and 1979, the Freedom to Serve recommendations of 1993, endorsement of the Micah Challenge in 2004, the Migration of Workers report of 2010, and the Creation Stewardship climate recommendations in 2012.
- f. This proposal responds to synod's instruction (*Acts of Synod 2016*, p. 829) by providing significant and integrative prioritization, relying on synodical decisions of the past to chart a direction for current challenges, and to do so in a collaborative, multiple agency/ministry approach utilizing existing resources as much as possible.
- g. This proposal is in sync with a recent request from Christian Churches Together (CCT) to call our churches to prayer for the U.S. Congress as it considers budget cuts to major antipoverty programs. In addition, it supports ongoing advocacy by coalitions of which we are a part: Bread for the World, Circle of Protection, Micah Challenge/Network, Alliance to End Hunger, and others.
- h. This proposal implements and significantly prioritizes several ministry plan goals from *Our Journey 2020*, particularly in the area of Mercy and Justice:

*Step 4.4.1 Congregations identify and set goals to address local/national/global **justice** issues—discerning unique steps they can take to make an impact from their own communities.*

*4.4.4 Congregations engage in active citizenship and **advocacy** that encourages them and their leaders to be accountable for developing and implementing just policies.*

I. That synod receive as information the newly adopted mission and vision statement and new mandate for CRC Worship Ministries (Appendix R and BOT Supplement section II, A, 4).

J. That synod take note of the efforts of CRCNA ministries toward peacemaking in the Middle East (Appendix S and BOT Supplement section II, A, 5).

K. That synod receive the agencies and institutional unified budget as information and approve a ministry share of \$339.48 for calendar year 2018 (BOT Supplement sections II, B, 1-2).

L. That synod adopt the following recommendations with reference to agencies requesting to be placed on the recommended-for-offerings list:

1. That synod approve the list of above-ministry share and specially designated offerings for the agencies and institutions of the CRC and denominationally related ministries, and recommend these to the churches for consideration (BOT Supplement section II, B, 3).
2. That synod receive as information the list of nondenominational agencies, previously accredited, that have been approved for calendar year 2018 (BOT Supplement section II, B, 4).
3. That synod approve the following organizations for inclusion on the accredited agency list (BOT Supplement section II, B, 5):

United States and Canada

Samaritan's Purse/Operation Christmas Child endorsed the opportunity for congregations to pack shoebox gifts through the Operation Christmas Child Project. Though churches may certainly give financially, the organization's focus is much more on a practical, hands-on global missions opportunity. In addition to providing children with shoeboxes full of gifts, Samaritan's Purse is engaging those children in a 12-week discipleship program, "The Greatest Journey," with Bible teaching, and providing a Bible upon graduation.

Canada

Dunamis Fellowship Canada helps equip people to experience and live in the reality of Jesus' promise by providing biblical teaching on the Holy Spirit and practical applications of the teaching. It also provides a community of Spirit-empowered believers who support each other in their spiritual development. Although the fellowship's historic roots are in the Presbyterian and Reformed stream of the Christian faith, it serves people from many denominations.

M. That synod adopt the 2017-2018 denominational salary grid for senior positions as proposed (BOT Supplement section II, B, 6).

N. That synod take note of the BOT's endorsement of the following action of the Pension Trustees (BOT Supplement section II, B, 7):

That the 2018 per-member assessment for the Canadian Plan remain \$42.96 and that the Canadian per-participant assessment remain \$9,840. Similarly, that the 2018 per-member assessment for the U.S. Plan remain \$37.20 and the U.S. per-participant assessment remain \$7,704.

Board of Trustees of the
Christian Reformed Church in North America
Steven R. Timmermans, executive director

Appendix A

**RESTATED BYLAWS
OF
THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA
(USA)**

Appendix A

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RESTATED BYLAWS

THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA

ARTICLE I

NAME AND PURPOSES

Section 1.1 Name. This corporation is known as The Christian Reformed Church in North America.

Section 1.2 Purposes. The corporation is a nonprofit, ecclesiastical corporation organized and operated exclusively for religious and charitable purposes within the meaning of Section 501(c)(3) of the United States Internal Revenue Code of 1986, as amended (or the corresponding provision of any future United States internal revenue law)(the “Code”). The purposes of the corporation are the following:

(a) To be the legal identity in the United States of the religious denomination, the Christian Reformed Church in North America (the “Denomination”).

(b) Through the members of its Board of Directors participating in the COD (as defined under Article II), to:

(i) Transact all matters assigned to it by the Synod of the Denomination (“Synod”).

(ii) Lead the ministries that support congregations of the Denomination in light of the mission, vision, and callings that Synod establishes, providing recommendations to Synod when the mission, vision, and or callings need to be reconsidered.

(iii) Provide the criteria (goals) and evaluation of progress toward such goals under a ministry plan for the unified ministry of the Denomination, with particular focus for the United States, while establishing the contours within which personnel pursue such goals.

(iv) Cooperate with the Denomination’s educational institutions (Calvin College and Calvin Theological Seminary), and with World Renew toward integrating the respective missions of those institutions into the Denomination’s ministry program.

(v) Lead (and coordinate with the separately incorporated agencies) agencies of the Denomination that Synod has established or will establish and whose domestic and international ministries of evangelism, faith formation, and church planting and strengthening extend the Denomination's witness around the world.

(vi) Ensure the financial integrity of the Denomination's agencies and ministries, providing appropriate financial management and advancement policies, with particular focus on the United States, within which personnel function.

(vii) Identify when necessary, evaluate regularly, and support constructively the administrative leaders of the Denomination, with a particular focus on leaders and activities of the Denomination.

(viii) Perform an intermediary role with three functions: (a) convey inputs for effective ministry from congregations and their members; (b) report back to classes and churches regarding work done by denominational ministries to achieve shared ministry goals; and (c) assist churches to discern changing context and other factors that affect effective ministry—all to achieve shared goals for ministry expressed in the vision and ministry plan for the whole Denomination.

(ix) Attend to the organizational structure and health of the Denomination by developing policies of assessment (e.g., Ministry Plan counts and measures; personnel surveys, etc.), reviewing outcomes, and addressing goals and policies as needed.

(c) To do all other lawful acts and things necessary to fulfill the mandate and mission of the corporation.

This corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

The corporation has not been formed for pecuniary profit or gain. No part of the assets, income, or profit of the corporation are for the benefit of its Members, Directors, or officers. However, the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in this Article I, Section 1.2 of these Bylaws.

No substantial part of the activities of the corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation. The corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

ARTICLE II

ECCLESIASTICAL GOVERNMENT

The Denomination's Church Order ("Church Order"), its Rules for Synodical Procedure ("Rules for Synodical Procedure"), and the mandates of Synod shall regulate the ecclesiastical organization and operation of this corporation. Collectively, Church Order, the Rules for Synodical Procedure, and the mandates of Synod shall be referred to as the

“Ecclesiastical Requirements.” Consistent with Church Order, the Denomination is comprised of member churches which are grouped into regional Classes (each a “Classis,” and collectively the “Classes”).

The Denomination is a binational ecclesiastical body, with Classes in the United States and in Canada. This corporation has a Canadian counterpart, which is formed as a nonprofit corporation under Canadian law (the “Canadian Corporation”). The Canadian Corporation and this corporation have entered into a Joint Ministries Agreement (the “JMA”) under which the Canadian Corporation and this corporation have outlined structural and procedural requirements for the Denomination to act binationally. Synod has approved the creation of a Council of Delegates (the “COD”), which governs the joint ministries and operations of the Canadian Corporation and this corporation.

ARTICLE III

MEMBERS

Section 3.1 Membership Corporation. The corporation is organized as a membership corporation under the Michigan Nonprofit Corporation Act (the “Act”). The members of this corporation (“Members”) are the delegates to Synod from Classes located in the United States who are elected annually consistent with Church Order Article 45, as Synod may amend from time to time.

Section 3.2 Meetings of Members. The Members shall meet annually at the time and place as determined consistent with Church Order.

Section 3.3 Voting. The Members shall vote consistent with the Rules for Synodical Procedure.

Section 3.4 Financial Statements. The corporation may provide notice to its Members indicating that any Member may obtain a copy of the corporation’s annual financial statements upon the written request of the Member.

ARTICLE IV

BOARD OF DIRECTORS

Section 4.1 Generally. The directors of this corporation (“Directors”) shall be those individuals who are elected by the Members to serve on the COD from each Classis located in the United States (the “Classical Delegates”) and any at-large members of the COD who are from the United States (the “At-Large Delegates”). The Denomination has binational Classes, such as Classis Lake Superior. In the event that the individual selected to serve on the COD from a binational Classis is a member of a congregation in the United States, then that individual also shall be a voting Director of this corporation. In the event that the individual selected to serve on the COD from a binational Classis is a member of a congregation in Canada, then the congregations from the United States in that Classis may appoint a non-voting liaison to the COD. In that event, the liaison will be a non-voting Director of this corporation. As a result, the number of voting Directors shall be equal to the sum of the number of Classes in the United

States that Synod determines from time to time plus any individual selected to serve on the COD from a binational Classis who is a member of a congregation in the United States (if any) plus the number of any at-large members of the COD who are from the United States. The individuals who occupy the following positions for the Denomination shall be *ex officio* without vote: Executive Director or a designee, Director of Ministries and Administration, Director of Finance and Operations, Resonate Global Mission Director and/or the United States Director for Resonate Global Mission. The Board of Directors of this Corporation shall be the governing body of the corporation and shall deliberate and determine issues that are in furtherance of the purposes of this corporation, other than issues that are reserved to the Members, either at law or under the Ecclesiastical Requirements.

Section 4.2 Term of Directorship. Directors shall serve for a term of three years. Directors may serve successive terms. However, a Director's term is not to exceed the maximum of six consecutive years.

Section 4.3 Vacancies. In the event of a vacancy on the Board due to resignation or removal of a Director, the COD may select an interim successor (in consultation with the Classis when filling a Classis Director vacancy) who will serve until the Members can elect a Director at the next meeting of Synod to fill the unexpired term. If the vacancy is due to the resignation of a Classical Director, then the interim successor must be from that Classis.

Section 4.4 Termination of Directorship. A Directorship shall be terminated upon the occurrence of any of the following:

- (a) Resignation given in writing to the President of the Board and the Executive Director of the Denomination;
- (b) Upon the unanimous vote of all Directors, other than the Director who may be terminated, and at a special general meeting of Directors called for that purpose;
- (c) Upon the Director ceasing to be a member of a church in the applicable Classis if the Director is a Classical Director; or
- (d) Upon failure to attend two consecutive Board meetings without prior notice to the Secretary.

Section 4.5 Meetings of Board of Directors. The Directors will conduct an annual meeting of the Board following the annual meeting of Synod. In addition, the Board will hold at least one other regular meeting each year. The President of the Board of Directors shall call additional special meetings of the Board if requested in writing by at least one-third (1/3) of the Directors. Normally, an executive session is held at each regular meeting.

Section 4.6 Notice of Meetings. All Directors of the corporation are entitled to not less than fifteen (15) days' notice of all special Board of Director meetings. Notice shall be in writing and may be by electronic transmission. The notice shall contain sufficient information to allow a Director to determine what matters are to be deliberated.

Section 4.7 Meetings by Electronic Conference. If all persons who are members of the Board or a committee (as the case requires) consent and each has adequate access, then they may participate in a meeting of the Board or committee by means of a conference telephone, video conference, or other communications facilities as permit all persons participating in the meeting to hear each other; and a person participating in such a meeting by such means is deemed to be present at the meeting.

Provided that at the outset of each such meeting, and whenever votes are required, the chair of the meeting shall call roll to establish quorum, and shall, whenever not satisfied that such meeting may proceed with adequate security and confidentiality, unless a majority of the persons present at such meeting otherwise require, adjourn the meeting to a predetermined date, time, and place.

Section 4.8 Quorum and Voting. Fifty-one percent (51%) of the Directors shall constitute a quorum for the conducting of business at a Board of Directors meeting. Each Director present at a meeting shall have the right to exercise one (1) vote, but the Director serving as chair at a meeting votes only in the event of a tie vote. At all meetings of Directors of the corporation every question shall be determined by a majority of votes present, unless otherwise specifically provided by the Articles of Incorporation or these Bylaws.

Section 4.9 Location of Meetings. The meetings of the Board of Directors of the corporation shall be held at the home office of the corporation or elsewhere in Canada or the United States, as the Board of Directors may by resolution determine or as the President may determine.

Section 4.10 Borrowing. The Directors of the corporation may enter into a banking relationship, without authorization of the Members, to:

- (a) borrow money on the credit of the corporation;
- (b) issue, reissue, sell, pledge, or hypothecate debt obligations of the corporation;
- (c) give a guarantee on behalf of the corporation; and
- (d) mortgage, hypothecate, pledge, or otherwise create a security interest in all or any property of the corporation, owned or subsequently acquired, to secure any debt obligation of the corporation.

Section 4.11 Remuneration. Directors shall not receive any remuneration for their services but may be reimbursed for expenses for their attendance at regular or special meetings of the Board of Directors.

ARTICLE V

OFFICERS

Section 5.1 Officers Generally. The officers of the Corporation shall consist of

a President, Vice-President, Secretary, Treasurer, and any other officers that the Board may elect or appoint. Except as otherwise provided under any Ecclesiastical Requirements, the Board of Directors shall appoint the Officers. All officers must be Directors and shall hold office until their successors are elected and qualify or until their resignation or removal. The Board of Directors may remove an officer by vote of the Board of Directors.

Section 5.2 President. The President shall have the authority and responsibilities as are prescribed from time to time by Synod, any relevant Ecclesiastical Requirements, and/or the Board of Directors. The duties of the President shall include the following:

- (a) Preside at meetings of the Board of Directors.
- (b) Perform other duties as the Board of Directors may specify from time to time.

The President also shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the President's duties.

Section 5.3 Vice-President. The Vice-President shall have the authority and responsibilities of the President when the President is absent. The duties of the Vice-President shall include the following:

- (a) In the absence of the President, to serve in place of the President and perform those responsibilities of the President outlined under Section 5.2 of this Article V.
- (b) Perform other duties as the Board of Directors may specify from time to time.

In the absence of the President, the Vice-President shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the President's duties. The Vice-President shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of any other duties that the Board of Directors assigns to the Vice-President.

Section 5.4 Secretary. The Secretary shall call meetings of the Board of Directors consistent with the Ecclesiastical Requirements and the requirements of the Act. The Board may assign other duties to the Secretary from time to time. The Secretary shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the Secretary's duties. The Secretary may delegate all or some portion of the duties of Secretary to a staff member.

Section 5.5 Treasurer. The Treasurer shall have the authority, duties, and responsibilities as are prescribed from time to time under the Ecclesiastical Requirements and/or by the Board of Directors. The Treasurer shall keep the books, records, and accounts of the corporation and shall render appropriate accountings to the Board of Directors. The Treasurer shall be an authorized signatory on behalf of the corporation for those matters which arise within

the scope of the Treasurer's duties. The Treasurer may delegate all or some portion of the duties of Treasurer to a staff member.

Section 5.6 Corporate Officers. The corporation shall have corporate officers performing such duties as Synod and the Board determine from time to time. Synod previously has approved the position of Executive Director of the Denomination to be filled by an individual (a) approved by Synod to be accountable to the Board of Directors and (b) responsible for the general operations of the corporation between meetings of the Board of Directors and the Members. The Executive Director is an authorized signatory for the corporation.

ARTICLE VI

COMMITTEES

Section 6.1 Generally. The Board of Directors may form standing and ad hoc committees as are necessary for the corporation to carry out the purposes outlined under Article I, Section 1.2 of these Bylaws. The committees shall perform those duties which are delegated by the Board of Directors. In addition, the COD will determine from time to time the membership of various joint committees comprised of individuals from Classes located in the United States and in Canada (the "Joint Committees"). This corporation will have committees that correspond to the same Joint Committees as the COD determines from time to time (the "U.S. Committees"). The individuals from Classes located in the United States appointed to serve on the Joint Committees will be deemed to be acting on the U.S. Committees for purposes of applying the benefits and protections available to committee members under the Act.

Section 6.2 Executive Committee. The Executive Committee shall be a standing committee of this corporation and shall be comprised of the President, Vice-President, Secretary, and Treasurer. The individuals who occupy the following positions for the Denomination shall be *ex officio* without vote: Executive Director or a designee, Director of Ministries and Administration, and Director of Finance and Operations. The Executive Committee shall fulfill such tasks as are assigned to it by the Board of Directors and act on behalf of the Board between meetings of the Board. The Executive Committee will not act on matters that are significant and that can be deferred until the next meeting of the Board as a whole. Any action taken in the interim by the Executive Committee must be ratified by the Board of Directors.

ARTICLE VII

LIABILITY PROTECTION; INDEMNIFICATION

Section 7.1 Protection from Corporate Obligations. No Director, officer, employee, or agent is personally liable for obligations of the corporation, except as applicable law requires otherwise.

Section 7.2 Volunteer Protection from Personal Actions. To the extent the articles describe, volunteer Directors, officers, and other volunteers are protected against personal liability for actions taken on the corporation's behalf.

Section 7.3 Indemnification. To the fullest extent permitted by law, the corporation will indemnify all Directors and officers and may indemnify employees and other agents. The board may purchase insurance, advance expenses, and take all other appropriate actions to exercise these powers.

ARTICLE VIII

NOTICE REQUIREMENTS

Section 8.1 Permitted Methods. Notice may be given only in one or more of the following methods:

- (a) hand delivery
- (b) U.S. first-class, registered, or certified mail
- (c) electronic transmission if the recipient consents as described below.

Section 8.2 Addresses and Expense. Unless otherwise provided by law, any notice or other communication required or permitted under these Bylaws must

- (a) be in writing,
- (b) have its delivery expenses prepaid by the sender,
- (c) for notices given by the Secretary on the corporation's behalf, be addressed to the address most recently received by the Secretary from the recipient,
- (d) for notices given to the corporation, be addressed to the Secretary's attention unless otherwise provided in these Bylaws. If the sender holds the office of Secretary, that sender must give the notice to the President. If that sender also holds the office of the President, that sender must give the notice to each Director, and
- (e) for notices of meetings, describe the means of communication by which the recipient may participate.

For purposes of these Bylaws, "address" has the meaning given under Section 450.2143 of the Act.

Section 8.3 Option for Electronic Methods. By written notice containing the recipient's electronic mail or facsimile address, a recipient may authorize the sender to give notices and other communications to that recipient by electronic mail or facsimile.

Section 8.4 Effective Date of Notice. Notice given on the corporation's behalf (i) that is mailed by first-class, registered, or certified mail is deemed given when deposited in the U.S. Postal Service, postage prepaid, and (ii) that is sent by electronic transmission is deemed given when electronically transmitted to the person entitled to the notice in a manner that person

authorized, and (iii) that is hand delivered is deemed given when handed to the recipient by the sender or left at the recipient's address in either a mailbox or with a person the sender reasonably believes will deliver the notice to the recipient.

ARTICLE IX

FISCAL YEAR

The Board of Directors may fix the fiscal year for the corporation from time to time.

ARTICLE X

AMENDMENTS

The Board of Directors may amend these Bylaws by a majority vote of all of the Board of Directors.

CERTIFICATE

I, Dr. Steven Timmermans, Executive Director of the Christian Reformed Church in North America, certify that these Restated Bylaws were adopted as the Bylaws of this corporation on _____, 2017.

Dated: _____, 2017

Dr. Steven Timmermans, Executive Director

Appendix B

CHRISTIAN REFORMED BOARD OF HOME MISSIONS **RESOLUTIONS FOR MERGER**

RESOLVED, that the Board of Directors of this corporation (a) approves the merger of this corporation and Christian Reformed World Missions of the United States of America (“CRWM”) into the Christian Reformed Church in North America (“CRCNA”) consistent with the terms of the Plan and Agreement of Merger in the form attached to these minutes as Attachment #1 (the “Plan and Agreement of Merger”), (b) recommends to the Synod (“Synod”) of the Christian Reformed Church in North America that it approve the merger of this corporation and CRWM into the CRCNA consistent with the Plan and Agreement of Merger, and, (c) contingent upon Synod’s approval of the Plan and Agreement of Merger, instructs legal counsel to file the Certificate of Merger in the form attached to these minutes as Attachment #2 with the Michigan Department of Licensing and Regulatory Affairs—Corporations, Securities, and Commercial Licensing Bureau (the “Certificate of Merger”).

Grounds: The following grounds support the resolution:

1. At its 2016 annual meeting, Synod approved the merger of this corporation with CRWM. The Board of Trustees (the “BOT”) of the CRCNA now is recommending to Synod that this corporation and CRWM be merged into the CRCNA.
2. The grounds that supported Synod’s decision to merge this corporation and CRWM are advanced to an even greater degree if this corporation and CRWM are merged into the CRCNA.
3. The Plan and Agreement of Merger and the Certificate of Merger are the means by which this corporation and CRWM are merged into the CRCNA.

Appendix C

CHRISTIAN REFORMED WORLD MISSIONS **IN THE UNITED STATES OF AMERICA** **RESOLUTIONS FOR MERGER**

RESOLVED, that the Board of Directors of this corporation (a) approves the merger of this corporation and the Christian Reformed Board of Home Missions (“CRHM”) into the Christian Reformed Church in North America (“CRCNA”) consistent with the terms of the Plan and Agreement of Merger in the form attached to these minutes as Attachment #1 (the “Plan and Agreement of Merger”), (b) recommends to the Synod (“Synod”) of the Christian Reformed Church in North America that it approve the merger of this corporation and CRHM into the CRCNA consistent with the Plan and Agreement of Merger, and, (c) contingent upon Synod’s approval of the Plan and Agreement of Merger, instructs legal counsel to file the Certificate of Merger in the form attached to these minutes as Attachment #2 with the Michigan Department of Licensing and Regulatory Affairs—Corporations, Securities, and Commercial Licensing Bureau (the “Certificate of Merger”).

Grounds: The following grounds support the resolution:

1. At its 2016 annual meeting, Synod approved the merger of this corporation with CRHM. The Board of Trustees (the “BOT”) of the CRCNA now is recommending to Synod that this corporation and CRHM be merged into the CRCNA.
2. The grounds that supported Synod’s decision to merge this corporation and CRHM are advanced to an even greater degree if this corporation and CRHM are merged into the CRCNA.
3. The Plan and Agreement of Merger and the Certificate of Merger are the means by which this corporation and CRHM are merged into the CRCNA.

Appendix D-1

CHRISTIAN REFORMED CHURCH IN NORTH AMERICA **RESOLUTIONS FOR MERGER AND TO ADOPT RESTATED BYLAWS**

RESOLVED, that Board of Trustees of this corporation (“BOT”) (a) approves the merger of the Christian Reformed Board of Home Missions (“CRHM”) and Christian Reformed World Missions of the United States of America (“CRWM”) into this corporation consistent with the terms of the Plan and Agreement of Merger in the form attached to these minutes as Appendix E (the “Plan and Agreement of Merger”), (b) recommends to the Synod (“Synod”) of the Christian Reformed Church in North America that it approve the merger of CRHM and CRWM into this corporation consistent with the Plan and Agreement of Merger, and, (c) contingent upon Synod’s approval of the Plan and Agreement of Merger, instructs legal counsel to file the Certificate of Merger in the form attached to these minutes as Appendix D-2 with the Michigan Department of Licensing and Regulatory Affairs—Corporations, Securities, and Commercial Licensing Bureau (the “Certificate of Merger”).

Grounds: The following grounds support the resolution:

1. At its 2016 annual meeting, Synod approved the merger of CRHM and CRWM. The BOT is recommending to Synod that CRHM and CRWM be merged into this corporation.
2. The grounds that supported Synod’s decision to merge CRHM and CRWM are advanced to an even greater degree if CRHM and CRWM are merged into this corporation.
3. The Plan and Agreement of Merger and the Certificate of Merger are the means by which CRHM and CRWM are merged into this corporation.

RESOLVED, that the corporation (a) adopts the Restated Bylaws in the form attached to these minutes as Appendix A (the “Restated Bylaws”) as the Bylaws of this corporation and (b) recommends to Synod that it approve the Restated Bylaws as the Bylaws for this corporation.

Grounds: The following grounds support the resolution:

1. The BOT is recommending to Synod that it adopt a revised form of ecclesiastical government under which a Council of Delegates (the “COD”) will be the governing board for this corporation and Back to God Ministries International.
2. The Restated Bylaws are the means by which the COD delegates from the United States will become the governing body for this corporation.

Appendix D-2 MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS CORPORATIONS, SECURITIES & COMMERCIAL LICENSING BUREAU

Date Received

(FOR BUREAU USE ONLY)

This document is effective on the date filed, unless a subsequent effective date within 90 days after received

Name

Kenneth G. Hofman; MILLER JOHNSON

Address

250 Monroe Avenue, N.W., Suite 800

City

State

ZIP Code

Grand Rapids

MI

49503

Document will be returned to the name and address you enter above.
If left blank, document will be returned to the registered office.

EFFECTIVE DATE:

Expiration date for new assumed names: December 31,

Expiration date for transferred assumed names appears in Item 6.

CERTIFICATE OF MERGER

For use by Domestic Profit and Nonprofit Corporations

(Please read information and instructions on the last page)

Pursuant to the provisions of Act 284, Public Acts of 1972, (profit corporations), or Act 162, Public Acts of 1982 (nonprofit corporations), the undersigned corporation(s) executes the following Certificate:

1. The Plan of Merger is as follows:

a. The name of each constituent corporation and its identification number is:

Christian Reformed World Missions of the United States of America

838261

The Christian Reformed Board of Home Missions

791015

The Christian Reformed Church in North America

792015

b. The name of the constituent corporation that will be the surviving corporation and its identification number is:

The Christian Reformed Church in North America

792015

c. For each constituent stock corporation, state:

Name of corporation	Designation and number of outstanding shares of each class and series	Indicate classes and series of shares that are entitled to vote	Indicate each class and series that is entitled to vote as a class, if any

If the number of shares is subject to change prior to the effective date of the merger, the manner in which the change may occur is as follows:

2. Complete for Nonprofit Corporations Only

- a) For each corporation organized on a membership basis, state (a) the name of the corporation, (b) a description of its members, and (c) the number, classification and voting rights of its members.
 - a. Christian Reformed World Missions of the United States of America, The Christian Reformed Board of Home Missions and The Christian Reformed Church in North America
 - b. The members are delegates to the Synod of the Christian Reformed Church in North America, a Michigan ecclesiastical corporation.
 - c. Each corporation has one class of members, each with one equal vote.
- b) For each corporation organized on a directorship basis, state (a) the name of the corporation, (b) a description of the organization of its board, and (c) the number, classification and voting rights of its directors.

- c) State the terms and conditions of the proposed merger.

The surviving corporation shall continue to be organized on a membership basis. The separate corporate existence of Christian Reformed World Missions in the United States of America and the Christian Reformed Board of Home Missions' shall cease, and any future transactions and operations shall be made through the surviving corporation. All assets and obligations belonging to or due either of Christian Reformed World Missions in the United States of America and the Christian Reformed Board of Home Missions shall be vested in and become the obligations of the surviving corporation.

- d) Other provisions with respect to the merger are as follows:

- 3. a) State the manner and basis of converting the shares of or membership or other interest in, each constituent corporation into shares, obligations, or other securities of or membership or other interest in the surviving corporation, or into cash or other consideration.

The members will remain the same.

- b) The amendments to the Articles or a restatement of the Articles of the surviving corporation to be effected by the merger are as follows:

Article V shall be amended consistent with Attachment 1.

- 4. The corporation has complied with the applicable provision of the law of the jurisdiction where it is organized.

- 5. (Complete only if a later effective date is desired other than the date of filing. The date must be no more than 90 days after receipt of this document in this office.) The merger shall be effective as of July 1, 2017.

The Plan of Merger was adopted by the board of each constituent under section 701.

The Plan of Merger will be furnished by the surviving corporation, on request and without cost, to any shareholder or member of any constituent corporation.

6. The assumed names being transferred to continue for the remaining effective period of the Certificate of Assumed Name on file prior to the merger are:

Assumed Name

Corporation Transferred from

Expiration Date

Nonsurvivor name to be used as assumed name of survivor:

Christian Reformed World Missions in the United States of America

The Christian Reformed Board of Home Missions

7. **(Complete only section (a), (b), or (c) for each corporation).**

- ☐ a) The Plan of Merger was approved by unanimous consent of the incorporators of _____, a Michigan corporation which has not commenced business, has not issued shares or memberships, and has not elected a Board of Directors.

(Signature of Incorporator) (Type or Print Name)

(Signature of Incorporator) (Type or Print Name)

(Signature of Incorporator) (Type or Print Name)

(Signature of Incorporator) (Type or Print Name)

- ☒ b) The Plan of Merger was approved by the shareholders or members of the following Michigan corporation(s) in accordance with section 703a of the Act.

Christian Reformed World Missions of the United States of America

The Christian Reformed Board of Home Missions and the Christian Reformed Church in North America

By _____
(Signature of Authorized Officer or Agent)

By _____
(Signature of Authorized Officer or Agent)

(Type or Print Name)

(Type or Print Name)

Christian Reformed World Missions of the United States of America
(Name of Corporation)

The Christian Reformed Board of Home Missions
(Name of Corporation)

By _____
(Signature of Authorized Officer or Agent)

By _____
(Signature of Authorized Officer or Agent)

(Type or Print Name)

(Type or Print Name)

The Christian Reformed Church in North America
(Name of Corporation)

(Name of Corporation)

Preparer's Name Kenneth G. HofmanBusiness telephone number (616) 831-1721**INFORMATION AND INSTRUCTIONS**

1. The merger cannot be filed until this form, or a comparable document, is submitted.
2. Submit one original of this document. Upon filing, the document will be added to the records of the Corporations, Securities & Commercial Licensing Bureau. The original will be returned to the surviving corporation's registered office address unless you enter a different address in the box on the front of this document.

Since this document will be maintained on electronic format, it is important that the filing be legible. Documents with poor black and white contrast, or otherwise illegible, will be rejected.

3. The Certificate is to be used pursuant to sections 701 through 707 of 1982 PA 162, section 735 of 1982 PA 162, and section 701 through 707 of 1972 PA 284 for the purpose of merging a domestic nonprofit corporation with one or more domestic nonprofit corporations, foreign nonprofit corporations, domestic profit corporations, or foreign profit corporations.
4. If more than two corporations are merging, the Certificate may be adjusted as necessary, or the format may be used as a guide in drafting your own certificate. If additional space is required for any section, continue the section on an attachment.
5. All nonprofit corporations, unless organized for religious purposes, must obtain consent to the merger or a written statement that consent is not required from the Attorney General's Office and submit it with this certificate. Contact the Charitable Trust Section, Consumer Protection Division, Department of Attorney General, P.O. Box 30214, Lansing, MI 48909 or phone (517) 373-1152. Application for the consent should be made at least 120 days before the desired effective date of the merger. This certificate cannot be filed unless it is accompanied by either the written consent of the Attorney General or an affidavit attesting to the submission of a written request to the Attorney General for consent to the filing and the failure of the Attorney General to respond within 120 days.

6. Signatures:**Profit Corporations:** Complete either Item 7(a) or 7(b)

- 1) Item 7(a): must be signed by at least a majority of the incorporators listed in the Articles of Incorporation.
- 2) Item 7(b): must be signed by an authorized officer or agent.

Nonprofit Corporations: Complete either Item 7(a), (b), OR (c)

- 1) Item 7(a): must be signed by at least a majority of the incorporators listed in the Articles of Incorporation.
- 2) Item 7(b) or (c): must be signed by an authorized officer or agent.

7. **FEES:** Make remittance payable to the State of Michigan. Include corporation name and identification number on check or money order.

NONREFUNDABLE FEE: This fee must be remitted for each domestic corporation involved in the merger.....\$50.00

Each new assumed name.....\$10.00

ADDITIONAL FEES DUE FOR INCREASED AUTHORIZED SHARES OF PROFIT CORPORATIONS ARE:

<u>Amount of Increase</u>	<u>Fee</u>
1-60,000	\$50.00
60,001-1,000,000	\$100.00
1,000,001-5,000,000	\$300.00
5,000,001-10,000,000	\$500.00
More than 10,000,000	\$500.00 for first 10,000,000 plus \$1000.00 for each additional 10,000,000, or portion thereof

Submit with check or money order by mail:

Michigan Department of Licensing and Regulatory Affairs
Corporations, Securities & Commercial Licensing Bureau
Corporations Division
P.O. Box 30054
Lansing, MI 48909

To submit in person:

2501 Woodlake Circle
Okemos, MI
Telephone: (517) 241-6470

Fees may be paid by check, money order, VISA, Mastercard or Discover when delivered in person to our office.

MICH-ELF (Michigan Electronic Filing System):

First Time Users: Call (517) 241-6470, or visit our website at <http://www.michigan.gov/corporations>

Customer with MICH-ELF Filer Account: Send document to (517) 636-6437

LARA is an equal opportunity employer/program.

Auxiliary aids, services and other reasonable accommodations are available upon request to individuals with disabilities.

Optional expedited service.

Expedited review and filing, if fileable, is available for all documents for profit corporations, limited liability companies, limited partnerships and nonprofit corporations.

The nonrefundable expedited service fee is in addition to the regular fees applicable to the specific document.

Please complete a separate CSCL/CD-272 form for expedited service for each document submitted in person, by mail or MICH-ELF.

24-hour service - \$50 for formation documents and applications for certificate of authority.

24-hour service - \$100 for any document concerning an existing entity.

Same day service

- **Same day - \$100 for formation documents and applications for certificate of authority.**
- **Same day - \$200 for any document concerning an existing entity.**

Review completed on day of receipt. Document and request for same day expedited service must be received by 1 p.m. EST OR EDT.

- **Two hour - \$500**

Review completed within two hours on day of receipt. Document and request for two hour expedited service must be received by 3 p.m. EST OR EDT.

- **One hour - \$1000**

Review completed within one hour on day of receipt. Document and request for 1 hour expedited service must be received by 4 p.m. EST OR EDT.

First time MICH-ELF user requesting expedited service must obtain a MICH-ELF filer number prior to submitting a document for expedited service. CSCL/CD-901.

Changes to information on MICH-ELF user's account must be submitted before requesting expedited service. CSCL/CD-901.

Documents submitted by mail are delivered to a remote location for receipts processing and are then forwarded to the Corporation Division for review. Day of receipt for mailed expedited service requests is the day the Corporation Division receives the request.

Appendix D-3

ARTICLE V

CORPORATE PURPOSES

This corporation is a nonprofit, ecclesiastical corporation organized and operated exclusively for religious and charitable purposes within the meaning of Section 501(c)(3) of the United States Internal Revenue Code of 1986, as amended (or the corresponding provision of any future United States internal revenue law) (the “Code”). The purposes of the corporation are the following:

1. To be the legal identity in the United States of the religious denomination, the Christian Reformed Church in North America (the “Denomination”).

2. Through the members of its Board of Directors participating in the Denomination’s Council of Delegates, to:

a. Transact all matters assigned to it by the Synod of the Denomination (“Synod”).

b. Lead the ministries that support congregations of the Denomination in light of the mission, vision, and callings that Synod establishes, providing recommendations to Synod when the mission, vision, and or callings need to be reconsidered.

c. Provide the criteria (goals) and evaluation of progress toward such goals under a ministry plan for the unified ministry of the Denomination, with particular focus for the United States, while establishing the contours within which personnel pursue such goals.

d. Cooperate with the Denomination’s educational institutions (Calvin College and Calvin Theological Seminary), and with World Renew toward integrating the respective missions of those institutions into the Denomination’s ministry program.

e. Lead (and coordinate with the separately-incorporated agencies) agencies of the Denomination that Synod has established or will establish and whose domestic and international ministries of evangelism, faith formation and church planting and strengthening extend the Denomination's witness around the world.

f. Ensure the financial integrity of the Denomination's agencies and ministries, providing appropriate financial management and advancement policies, with particular focus on the United States, within which personnel function.

g. Identify when necessary, evaluate regularly, and support constructively the administrative leaders of the Denomination, with a particular focus on leaders and activities of the Denomination.

h. Perform an intermediary role with three functions: (a) convey inputs for effective ministry from congregations and their members; (b) report back to classes and churches regarding work done by denominational ministries to achieve shared ministry goals; and (c) assist churches to discern changing context and other factors that affect effective ministry; all to achieve shared goals for ministry expressed in the vision and ministry plan for the whole Denomination.

i. Attend to the organizational structure and health of the Denomination by developing policies of assessment (e.g., Ministry Plan counts and measures, personnel surveys, etc.), reviewing outcomes, and addressing goals and policies as needed.

3. To do all other lawful acts and things necessary to fulfill the mandate and mission of the corporation.

This corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

The corporation has not been formed for pecuniary profit or gain. No part of the assets, income, or profit of the corporation are for the benefit of its members, directors, or officers. However, the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of these purposes set forth in this Article V.

No substantial part of the activities of the corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation. The corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

Appendix E

PLAN AND AGREEMENT OF MERGER

THIS PLAN AND AGREEMENT OF MERGER (“Agreement”) is made on _____, 2017, to be effective as of July 1, 2017 (the “Effective Date”), between **THE CHRISTIAN REFORMED BOARD OF HOME MISSIONS**, a Michigan nonprofit corporation (“CRHM”) and **CHRISTIAN REFORMED WORLD MISSIONS OF THE UNITED STATES OF AMERICA**, a Michigan nonprofit corporation (“CRWM”) and **THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA** (“CRCNA”) (each a “Constituent Corporation,” and collectively the “Constituent Corporations”).

Recitals

A. CRHM, CRWM, and CRCNA are each Michigan membership-based nonprofit corporations and public charities that are tax-exempt under Section 501(c)(3) of the Internal Revenue Code. The members of each Constituent Corporation are the delegates to the Synod (“Synod”) of the Protestant religious denomination known as the Christian Reformed Church in North America (the “Denomination”).

B. CRHM and CRWM presently are each agencies of the Denomination. The CRCNA is the legal embodiment of the Denomination in the United States.

C. Subject to the affirmative vote of each Board of Directors of the Constituent Corporations and the affirmative vote of Synod, CRHM, CRWM, and CRCNA are entering into this Agreement to outline the terms under which CRHM and CRWM will merge into CRCNA as of the Effective Date.

Agreement

In consideration of these facts and the mutual covenants contained in this Agreement, the parties agree as follows:

ARTICLE I

THE MERGER

1.1. CRHM and CRWM will be merged into CRCNA consistent with the requirements of Michigan law.

1.2. CRCNA shall be the Surviving Corporation (the “Surviving Corporation”).

1.3. After the merger, the Surviving Corporation shall continue to be named the Christian Reformed Church in North America, a Michigan nonprofit corporation that shall continue to be governed by the laws of the State of Michigan.

ARTICLE II

CORPORATE STRUCTURE OF PARTIES/APPROVAL OF MERGER

2.1. The Constituent Corporations are organized under Michigan law as follows:

2.1.1. CRWM: One class of members, each with one equal vote. Members are delegates to Synod.

2.1.2. CRHM: One class of members, each with one equal vote. Members are delegates to Synod.

2.1.3. CRCNA: One class of members, each with one equal vote. Members are delegates to Synod.

After the merger, the Surviving Corporation shall be organized on a membership basis.

2.2. The merger is subject to each of the following:

2.2.1. A majority of the directors of each Board of Directors of the Constituent Corporations adopting resolutions to approve the merger at properly called Board of Director meetings.

2.2.2. A majority of the members of each of the Constituent Corporations adopting resolutions to approve the merger at a properly called membership meeting.

ARTICLE III

ARTICLES AND BYLAWS

The Articles of Incorporation of the Surviving Corporation will not be amended. The attached Restated Bylaws shall be the governing Bylaws of the Surviving Corporation after the merger.

ARTICLE IV

DIRECTORS/EXECUTIVE COMMITTEE

The Board of Directors of the Surviving Corporation shall be comprised of the individuals whom Synod selects to be on the Council of Delegates described under the Restated Bylaws (the "COD"). The Surviving Corporation shall have an Executive Committee that is able to carry out the objectives of the Board of Directors between meetings. The initial Executive Committee following the Effective Date will be comprised of eight individuals whom Synod selects.

ARTICLE V

EFFECT OF THE MERGER

5.1. The effect of the merger shall be as provided by the applicable provisions of the laws of Michigan. As of the Effective Date, without any further act or deed:

5.1.1. The separate existence of each of CRHM and CRWM shall cease, and any future transactions and operations shall be made with the Surviving Corporation.

5.1.2. CRCNA shall be the Surviving Corporation but shall operate consistent with the Restated Bylaws attached to this Agreement.

5.1.3. All assets and obligations belonging to or due of CRHM and CRWM shall be vested in and become the obligations of the Surviving Corporation.

5.1.4. The Surviving Corporation shall receive all assets and funds from CRHM and CRWM, subject to any and all restrictions already in place, and the Surviving Corporation shall assume any obligations associated with administering and accounting for those assets and funds.

5.2. If, after the Merger's Effective Date, the Surviving Corporation shall determine that further conveyances, agreements, documents, instruments, or any other actions are necessary or desirable to vest, perfect, confirm, or record in the Surviving Corporation the title to any property, rights, privileges, and powers of CRHM and CRWM, or to otherwise carry out the provisions of this Agreement, the appropriate directors and officers last in office for CRHM and CRWM shall (a) execute and deliver any and all proper conveyances, agreements, documents, instruments, and assurances of law and (b) do all things necessary or proper to vest, perfect, or confirm title to the Surviving Corporation's property, rights, privileges, and powers and otherwise to carry out the provisions of this Agreement.

ARTICLE VI

MERGER'S EFFECTIVE DATE

As used in this Agreement, the "Effective Date" means July 1, 2017.

ARTICLE VII

MISCELLANEOUS

7.1. Third Party Beneficiaries. Except as otherwise specifically provided in this Agreement, nothing expressed or implied in this Agreement is intended or shall be construed to confer on or give any person, firm, or corporation, other than the specific Constituent Corporations listed above, any rights or remedies under or by reason of this Agreement.

7.2. Successors and Assigns. All the terms and provisions of this Agreement shall be binding upon, shall inure to the benefit of, and shall be enforceable by the respective

heirs, beneficiaries, personal representatives, successors, and assigns of the parties to this Agreement.

7.3. Entire Agreement. This Agreement contains all the terms of the agreement between the parties with respect to its subject matter and may be amended only by a writing signed by all of the parties to this Agreement.

7.4. Counterpart Executions; Facsimiles and Electronic Mail. The parties may execute this Agreement in any number of counterparts with the same effect as if both parties had signed the same physical document. Each party may transmit the executed copies in an imaged format to the other party by facsimile or electronic mail, and the imaged copies shall have the same effect as if both parties had signed the same physical document. All executed counterparts, whether originals or copies sent by facsimile, electronic mail, or a combination, shall be construed together and shall constitute one and the same Agreement.

CHRISTIAN REFORMED WORLD
MISSIONS OF THE UNITED STATES
OF AMERICA

THE CHRISTIAN REFORMED BOARD OF
HOME MISSIONS

By_____

By_____

Its_____

Its_____

CHRISTIAN REFORMED CHURCH IN
NORTH AMERICA

By_____

Its_____

Appendix F

***DRAFT* RESTATED BYLAWS (3.18.2017)**
OF
BACK TO GOD MINISTRIES INTERNATIONAL: U.S.A.

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RESTATED BYLAWS

BACK TO GOD MINISTRIES INTERNATIONAL

ARTICLE I

NAME AND PURPOSES

Section 1.1 Name. This corporation is known as Back to God Ministries International.

Section 1.2 Purposes. The corporation is a nonprofit corporation organized and operated exclusively for religious and charitable purposes within the meaning of Section 501(c)(3) of the United States Internal Revenue Code of 1986, as amended (or the corresponding provision of any future United States internal revenue law) (the “Code”). The purpose of this corporation is to proclaim the gospel of Jesus Christ throughout the world through the strategic use of media on behalf of the Christian Reformed Church in North America (the “Denomination”) under the direction of the Synod of the Denomination (“Synod”).

This corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

The corporation has not been formed for pecuniary profit or gain. No part of the assets, income, or profit of the corporation are for the benefit of its members, directors, or officers. However, the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in this Article I, Section 1.2 of these Bylaws.

No substantial part of the activities of the corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation. The corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

ARTICLE II

GOVERNANCE

This corporation is an agency of the Denomination and is subject to the authority of Synod and its appointed governing body, the Council of Delegates (the “COD”). The Denomination’s Church Order (“Church Order”), its Rules for Synodical Procedure (“Rules for Synodical Procedure”), and the mandates of Synod shall regulate the ecclesiastical organization and operation of this corporation. Collectively, Church Order, the Rules for Synodical Procedure, and the mandates of Synod shall be referred to as the “Ecclesiastical Requirements.” Consistent with Church Order, the Denomination is comprised of member churches which are grouped into regional Classes (each a “Classis,” and collectively the “Classes”).

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The Denomination is a binational ecclesiastical body, with Classes in the United States and in Canada. This corporation has a Canadian counterpart which is formed as a nonprofit corporation under Canadian law (the “Canadian Corporation”). The Canadian Corporation and this corporation have entered into a Joint Ministries Agreement (the “JMA”) under which the Canadian Corporation and this corporation have outlined structural and procedural requirements for the Denomination to act binationally.

ARTICLE III

MEMBERS

Section 3.1 Membership Corporation. The corporation is organized as a membership corporation under the Illinois General Not For Profit Corporation Act of 1986, as amended (the “Act”). The Members of this corporation are the delegates to Synod from Classes located in the United States who are elected annually consistent with Church Order Article 45, as Synod may amend from time to time.

Section 3.2 Meetings of Members. The Members shall meet annually at the time and place as determined consistent with Church Order.

Section 3.3 Action by Consent. Any action required by the Act to be taken at any annual or special meeting of the Members, or any other action which may be taken at a meeting of the Members, may be taken by ballot without a meeting in writing by mail, e-mail, or any other electronic means through which the Members are given the opportunity to vote for or against the proposed action, and the action receives approval by a majority of the Members casting votes, or such larger number as may be required by the Act, provided that the number of Members casting votes would constitute a quorum if such action had been taken at a meeting of the Members.

ARTICLE IV

BOARD OF DIRECTORS

Section 4.1 Generally. The Directors of this corporation shall be those individuals who are selected to serve on the COD from each Classis located in the United States (the “Classical Delegates”) and any at-large members of the COD who are from the United States (the “At-Large Delegates”). The Denomination has binational Classes, such as Classis Lake Superior. In the event that the individual selected to serve on the COD from a binational Classis is a member of a congregation in the United States, then that individual also shall be a voting Director of this corporation. In the event that the individual selected to serve on the COD from a binational Classis is a member of a congregation in Canada, then the congregations from the United States in that Classis may appoint a nonvoting liaison to the COD. In that event, the liaison will be a nonvoting Director of this corporation. As a result, the number of voting Directors shall be equal to the sum of the number of Classes in the United States that Synod determines from time to time plus any individual selected to serve on the COD from a binational Classis who is a member of a congregation in the United States (if any) plus the number of any at-large members of the COD who are from the United States. The Executive Director of the

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Denomination, the Director of Finance and Operations of the Denomination or a designee, and the Agency Director of this corporation shall be *ex officio* without vote. The Board of Directors of this Corporation shall be the governing body of the corporation and shall deliberate and determine issues that are in furtherance of the purposes of this corporation, other than issues that are reserved to the Members, either at law or under the Ecclesiastical Requirements.

Section 4.2 Term of Directorship. Directors shall serve for a term of three years. Directors may serve successive terms. However, a Director's term is not to exceed the maximum of six consecutive years.

Section 4.3 Vacancies. In the event of a vacancy on the Board due to resignation or removal of a Director, the COD may select an interim successor (in consultation with the Classis when filling a Classis Director vacancy) who will serve until the Members can elect a Director at the next meeting of Synod to fill the unexpired term. If the vacancy is due to the resignation of a Classical Director, then the interim successor must be from that Classis.

Section 4.4 Termination of Directorship. A Directorship shall be terminated upon the occurrence of any of the following:

- (a) Resignation given in writing to the President of the Board and the Executive Director of the Denomination;
- (b) Through the vote of two-thirds (2/3) of Directors at a special general meeting of Directors called for that purpose;
- (c) Upon the Director ceasing to be a member of a church in the applicable Classis if the Director is a Classical Director; or
- (d) Upon failure to attend two consecutive Board meetings without prior notice to the Secretary.

Section 4.5 Meetings of Board of Directors. The Directors will conduct an annual meeting of the Board following the annual meeting of Synod. In addition, the Board will hold at least one other regular meeting each year. The President of the Board of Directors shall call additional special meetings of the Board if requested in writing by at least one-third (1/3) of the Directors. Normally an executive session is held at each regular meeting.

Section 4.6 Notice of Meetings. All Directors of the corporation are entitled to not less than fifteen (15) days' notice of all special Board of Director meetings. Notice shall be in writing and may be by electronic transmission. The notice shall contain sufficient information to allow a Director to determine what matters are to be deliberated.

Section 4.7 Meetings by Electronic Conference. If all persons who are members of the Board or a committee (as the case requires) consent and each has adequate access, then they may participate in a meeting of the Board or committee by means of a conference telephone, video conference, or other communications facilities as permit all persons participating in the meeting to hear each other; and a person participating in such a meeting by such means is deemed to be present at the meeting.

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Provided that at the outset of each such meeting, and whenever votes are required, the chair of the meeting shall call roll to establish quorum, and shall, whenever not satisfied that meeting may proceed with adequate security and confidentiality, unless a majority of the persons present at such meeting otherwise require, adjourn the meeting to a predetermined date, time, and place.

Section 4.8 Quorum and Voting. Fifty-one percent (51%) of the Directors shall constitute a quorum for the conducting of business at a Board of Directors meeting. Each Director present at a meeting shall have the right to exercise one (1) vote, but the Director serving as chair at a meeting votes only in the event of a tie. At all meetings of Directors of the corporation every question shall be determined by a majority of votes present, unless otherwise specifically provided by the Articles of Incorporation or these Bylaws.

Section 4.9 Location of Meetings. The meetings of the Board of Directors of the corporation shall be held at the home office of the corporation or elsewhere in Canada or the United States, as the Board of Directors may by resolution determine or as the President may determine.

Section 4.10 Borrowing. The Directors of the corporation may enter into a banking relationship, without authorization of the Members, to

- (a) borrow money on the credit of the corporation;
- (b) issue, reissue, sell, pledge, or hypothecate debt obligations of the corporation;
- (c) give a guarantee on behalf of the corporation; and
- (d) mortgage, hypothecate, pledge, or otherwise create a security interest in all or any property of the corporation, owned or subsequently acquired, to secure any debt obligation of the corporation.

Section 4.11 Remuneration. Directors shall not receive any remuneration for their services but may be reimbursed for expenses for their attendance at regular or special meetings of the Board of Directors.

ARTICLE V

OFFICERS

Section 5.1 Officers Generally. The officers of the Corporation shall consist of a President, Vice-President, Secretary, Treasurer, and any other officers that the Board may elect or appoint. Except as otherwise provided under any Ecclesiastical Requirements, the Board of Directors shall appoint the Officers. All officers shall hold office until their successors are elected and qualify or until their resignation or removal. The Board of Directors may remove an officer by vote of the Board of Directors.

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Section 5.2 President. The President shall have the authority and responsibilities as are prescribed from time to time by Synod, any relevant Ecclesiastical Requirements, and/or the Board of Directors. The duties of the President shall include the following:

- (a) Preside at meetings of the Board of Directors.
- (b) Perform other duties as the Board of Directors may specify from time to time.

The President also shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the President's duties.

Section 5.3 Vice-President. The Vice-President shall have the authority and responsibilities of the President when the President is absent. The duties of the Vice-President shall include the following:

- (a) In the absence of the President, to serve in place of the President and perform those responsibilities of the President outlined under Section 5.2 of this Article V.
- (b) Perform other duties as the Board of Directors may specify from time to time.

In the absence of the President, the Vice-President shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the President's duties. The Vice-President shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of any other duties that the Board of Directors assigns to the Vice-President.

Section 5.4 Secretary. The Secretary shall call meetings of the Board of Directors consistent with the Ecclesiastical Requirements and the requirements of the Act. The Board may assign other duties to the Secretary from time to time. The Secretary shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the Secretary's duties. The Secretary may delegate all or some portion of the duties of Secretary to a staff member.

Section 5.5 Treasurer. The Treasurer shall have the authority, duties, and responsibilities as are prescribed from time to time under the Ecclesiastical Requirements and/or by the Board of Directors. The Treasurer shall keep the books, records, and accounts of the corporation and shall render appropriate accountings to the Board of Directors. The Treasurer shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the Treasurer's duties. The Treasurer may delegate all or some portion of the duties of Treasurer to a staff member.

Section 5.6 Corporate Officers. The corporation shall have corporate officers performing such duties as Synod and the Board determine from time to time. Synod previously has approved the position of Executive Director of the Denomination to be filled by an

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individual (a) approved by Synod to be accountable to the Board of Directors and (b) responsible for the general operations of the corporation between meetings of the Board of Directors and the Members. The Executive Director is an authorized signatory for the corporation.

ARTICLE VI

COMMITTEES

The Board of Directors may form standing and ad hoc committees as are necessary for the corporation to carry out the purposes outlined under Article I, Section 1.2 of these Bylaws. The committees shall perform those duties which are delegated by the Board of Directors. In addition, the COD will determine from time to time the membership of various joint committees comprised of individuals from Classes located in the United States and in Canada (the “Joint Committees”). This corporation will have committees that correspond to the same Joint Committees as the COD determines from time to time (the “U.S. Committees”). The individuals from Classes located in the United States appointed to serve on the Joint Committees will be deemed to be acting on the U.S. Committees for purposes of applying the benefits and protections available to committee members under the Act.

Section 6.1 Executive Committee. The Executive Committee shall be a standing committee of this corporation and shall be comprised of the President, Vice-President, Secretary, and Treasurer. The individuals who occupy the following positions for the Denomination shall be *ex officio* without vote: Executive Director or a designee, the Back to God Ministries International Director or a designee, and the Director of Finance and Operations or a designee. The Executive Committee shall fulfill such tasks as are assigned to it by the Board of Directors and act on behalf of the Board between meetings of the Board. The Executive Committee will not act on matters that are significant and that can be deferred until the next meeting of the Board as a whole. Any action taken in the interim by the Executive Committee must be ratified by the Board of Directors.

ARTICLE VII

LIABILITY PROTECTION; INDEMNIFICATION

Section 7.1 Protection from Corporate Obligations. No director, officer, employee, or agent is personally liable for obligations of the corporation, except as applicable law requires otherwise.

Section 7.2 Volunteer Protection from Personal Actions. To the extent the articles describe, volunteer directors, officers, and other volunteers are protected against personal liability for actions taken on the corporation’s behalf.

Section 7.3 Indemnification. To the fullest extent permitted by law, the corporation will indemnify all directors and officers and may indemnify employees and other agents. The board may purchase insurance, advance expenses, and take all other appropriate actions to exercise these powers.

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ARTICLE VIII

NOTICE REQUIREMENTS

Section 8.1 Permitted Methods. Notice may be given only in one or more of the following methods:

- (a) hand delivery
- (b) U.S. first-class, registered, or certified mail
- (c) electronic transmission if the recipient consents as described below.

Section 8.2 Addresses and Expense. Unless otherwise provided by law, any notice or other communication required or permitted under these bylaws must

- (a) be in writing,
- (b) have its delivery expenses prepaid by the sender,
- (c) for notices given by the Secretary on the corporation's behalf, be addressed to the address most recently received by the Secretary from the recipient,
- (d) for notices given to the corporation, be addressed to the Secretary's attention unless otherwise provided in these bylaws. If the sender holds the office of Secretary, that sender must give the notice to the President. If that sender also holds the office of the President, that sender must give the notice to each director, and
- (e) for notices of meetings, describe the means of communication by which the recipient may participate.

For purposes of these Bylaws, "address" has the meaning given under Section 450.2143 of the Act.

Section 8.3 Option for Electronic Methods. By written notice containing the recipient's electronic mail or facsimile address, a recipient may authorize the sender to give notices and other communications to that recipient by electronic mail or facsimile.

Section 8.4 Effective Date of Notice. Notice given on the corporation's behalf (i) that is mailed by first-class, registered, or certified mail is deemed given when deposited in the U.S. Postal Service, postage prepaid, and (ii) that is sent by electronic transmission is deemed given when electronically transmitted to the person entitled to the notice in a manner that person authorized, and (iii) that is hand delivered is deemed given when handed to the recipient by the sender or left at the recipient's address in either a mailbox or with a person the sender reasonably believes will deliver the notice to the recipient.

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ARTICLE IX

AMENDMENTS

The Board of Directors may amend these Bylaws by a majority vote of the Board of Directors.

ARTICLE X

DISSOLUTION

Upon dissolution of the corporation, Synod shall, after paying or making provision for the payment of all of the liabilities of the corporation, distribute all the assets of the corporation consistent with one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code. Any such assets not disposed of shall be disposed of by the Court of Common Pleas of the country in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

CERTIFICATE

I, Dr. Steven Timmermans, Executive Director of the Christian Reformed Church in North America, certify that these Restated Bylaws were adopted as the Bylaws of this corporation on _____, 2017.

Dated: _____, 2017

Dr. Steven Timmermans, Executive Director

Appendix G

BACK TO GOD MINISTRIES INTERNATIONAL **RESOLUTIONS TO ADOPT RESTATED BYLAWS**

RESOLVED, that the Board of Directors of this corporation (a) adopts the Restated Bylaws in the form attached to these minutes as Attachment #1 (the “Restated Bylaws”) as the Bylaws of this corporation and (b) recommends that the Synod (“Synod”) of the Christian Reformed Church in North America (“CRCNA”) approve the Restated Bylaws as the Bylaws for this corporation.

Grounds: The following grounds support the resolution:

1. The Board of Trustees (the “BOT”) of the CRCNA is recommending to Synod that it adopt a revised form of ecclesiastical government under which a Council of Delegates (the “COD”) will be the governing board for both the CRCNA and this corporation.
2. The Board of this corporation endorses the BOT’s recommendation.
3. The Restated Bylaws are the means by which the COD delegates from the United States will become the governing body for this corporation.

Appendix H

A Bylaw relating generally to the conduct
of the affairs of

The Christian Reformed Church in North America – Canada Corporation

(the "Corporation")

BE IT ENACTED as a Bylaw of the Corporation as follows:

1. Definition

In this Bylaw and all other Bylaws of the Corporation, unless the context otherwise requires:

"**Act**" means the *Canada Not-For-Profit Corporations Act* S.C. 2009, c. 23, including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;

"**articles**" means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement, or revival of the Corporation;

"**Board**" means the board of directors of the Corporation, and "**Director**" means a member of the board;

"**Bylaw**" means this Bylaw and any other Bylaw of the Corporation as amended and which are, from time to time, in force and effect;

"**Chief Executive Officer**" is the Canadian Ministries Director of the Denomination who directly serves the Corporation;

"**meeting of members**" includes an annual meeting of members or a special meeting of members;

"**special meeting of members**" includes a meeting of any class or classes of members and a special meeting of all members entitled to vote at an annual meeting of members;

"**ordinary resolution**" means a resolution passed by a majority of not less than 50 percent plus 1 of the votes cast on that resolution;

"**proposal**" means a proposal submitted by a member of the Corporation that meets the requirements of section 163 (Member Proposals) of the Act;

"**Regulations**" means the regulations made under the Act, as amended, restated, or in effect from time to time; and

"**special resolution**" means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution.

2. Purposes

The corporation is a nonprofit, ecclesiastical corporation organized and operated exclusively for religious and charitable purposes, under the *Canada Not-For-Profit Corporations Act* (S.C. 2009, c.23). The purposes of the Corporation are the following:

1. To be the legal identity in Canada of the religious denomination, the Christian Reformed Church in North America (the “Denomination”).
2. Through the members of its Board of Directors participating in the Council of Delegates (“COD”), to
 - i. Transact all matters assigned to it by the Synod of the Denomination (“Synod”).
 - ii. Lead the ministries that support congregations of the Denomination in light of the mission, vision, and callings that Synod establishes, providing recommendations to Synod when the mission, vision, and or callings need to be reconsidered.
 - iii. Provide the criteria (goals) and evaluation of progress toward such goals under a ministry plan for the unified ministry of the Denomination, with particular focus for Canada, while establishing the contours within which personnel pursue such goals.
 - iv. Cooperate with the Denomination’s educational institutions (Calvin College and Calvin Theological Seminary), and with World Renew toward integrating the respective missions of those institutions into the Denomination’s ministry program.
 - v. Lead (and coordinate with any separately incorporated agencies) agencies of the Denomination that Synod has established or will establish and whose domestic and international ministries of evangelism, faith formation, and church planting and strengthening extend the Denomination's witness around the world.
 - vi. Ensure the financial integrity of the Denomination's agencies and ministries, providing appropriate financial management and advancement policies, with particular focus on Canada, within which personnel function.
 - vii. Identify when necessary, evaluate regularly, and support constructively the administrative leaders, with a particular focus on leaders and activities in Canada, of the Denomination.
 - viii. Perform an intermediary role with three functions: (a) convey inputs for effective ministry from congregations and their members; (b) report back to classes and churches regarding work done by denominational ministries to achieve shared ministry goals; and (c) assist churches to discern changing context and other factors that affect effective ministry; all to achieve shared goals for ministry expressed in the vision and ministry plan for the whole Denomination.

ix. Attend to the organizational structure and health of the Denomination by developing policies of assessment (e.g., Ministry Plan counts and measures, personnel surveys, etc.), reviewing outcomes, and addressing goals and policies as needed.

x. To do all other lawful acts and things necessary to fulfill the mandate and mission of the Corporation.

3. The Corporation has not been formed for pecuniary profit or gain. No part of the assets, income, or profit of the Corporation is for the benefit of its Members, Directors, or officers. However, the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth under Section 2 of these Bylaws.

4. The Corporation will comply with Canada Revenue Agency policies and regulations regarding the advocacy and public policy dialogue of registered charities.

3. Ecclesiastical Government

1. The Denomination's Church Order ("Church Order"), its Rules for Synodical Procedure ("Rules for Synodical Procedure"), and the mandates of Synod shall regulate the ecclesiastical organization and operation of the Corporation. Collectively, Church Order, the Rules for Synodical Procedure, and the mandates of Synod shall be referred to as the "Ecclesiastical Requirements." Consistent with Church Order, the Denomination is comprised of member churches which are grouped into regional Classes (each a "Classis," and collectively the "Classes").

2. The Denomination is a binational ecclesiastical body, with Classes in the United States and in Canada. The Corporation has an American counterpart which is formed as a nonprofit corporation under laws of the State of Michigan (the "American Corporation"). The American Corporation and the Corporation have entered into a Joint Ministries Agreement (the "JMA") under which the American Corporation and the Corporation have outlined structural and procedural requirements for the Denomination to act binationally. Synod has approved the creation of the COD, which governs the joint ministries and operations of the American Corporation and the Corporation.

4. Interpretation

1. In the interpretation of this Bylaw, words in the singular include the plural and vice-versa, words in one gender include all genders, and "person" includes an individual, body corporate, partnership, trust, and unincorporated organization.

2. Other than as specified above, words and expressions defined in the Act have the same meanings when used in these Bylaws.

5. Annual Financial Statements

1. The Corporation may, instead of sending copies of the annual financial statements and other documents referred to in subsection 172(1) (Annual Financial Statements) of the Act to the Members, publish a notice to its Members stating that the annual financial statements and documents provided in subsection 172(1) are available at the registered office of the Corporation, and any member may, on request, obtain a copy free of charge at the registered office or by prepaid mail.

6. Membership Conditions

1. The Members of the Corporation (“Members”) are those elected from time to time by Synod to serve on the Council of Delegates from Classes located in Canada or representing Canada at-large.

2. Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the Members is required to make any amendments to this section of the Bylaws if those amendments affect membership rights and/or conditions described in paragraphs 197(1)(e), (h), (l), or (m).

7. Place and Notice of Members’ Meeting

1. The Members shall be given notice and meet annually at the time and place as determined consistent with Church Order.

2. Subject to compliance with section 159 (Place of Members' Meetings) of the Act, meetings of the Members may be held at any place within Canada determined by the board or, if all of the Members entitled to vote at such meeting so agree, outside Canada.

3. Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the Members is required to make any amendment to the Bylaws of the Corporation to change the manner of giving notice to Members entitled to vote at a meeting of Members.

8. Voting at Members' Meetings

1. The Members shall vote consistent with *Robert’s Rules of Order*.

9. Directors

1. The Directors of the Corporation (“Directors”) shall be those serving on the COD from each Classis located in Canada (the “Classical Delegates”) and any at-large delegates of the COD who are from Canada (the “At-Large Delegates”) who are elected by the Members to serve as directors of the Corporation.

2. In the event that a binational classis elects a delegate that is a non-Canadian resident (or that is not a member of a Canadian congregation), the binational classis will recommend (or elect) a Canadian resident to serve on the Board of Directors of the Corporation.

3. The individuals who occupy the following positions for the Denomination shall be *ex officio* staff without vote: Executive Director of the Denomination or a designee, Canadian Ministries Director, Director of Finance and Operations or a designee, the Resonate Global Mission Canada Director, and, when appropriate, the Resonate Global Mission Director.

4. An individual is ineligible to serve as a Director if she/he has been convicted of a criminal or regulatory offence related to financial dishonesty or relevant to the operation of the organization. An individual who previously occupied a leadership position in an organization designated as a registered charity under *the Income Tax Act*, whose registration was revoked for a serious breach of the requirements for registration, is ineligible to serve as a Director of the Corporation.

5. The Board of Directors of the Corporation shall be the governing body of the corporation and shall deliberate and determine issues that are in furtherance of the purposes of this corporation, other than issues that are reserved to the Members, either at law or under the Ecclesiastical Requirements.

6. The Canadian Ministries Director shall, subject to the authority and direction of the Board and President, be the Chief Executive Officer of the Corporation. When acting as the Chief Executive Officer of the Corporation, the Canadian Ministries Director shall advise the Board of Directors and implement all orders, directions, and resolutions of the Board.

10. Term of Office of Directors

1. Directors shall serve for a term of three years. Directors may serve successive terms. However, a Director's term is not to exceed the maximum of six consecutive years.

11. Borrowing Powers of the Directors

1. The Directors of the Corporation may enter into banking relationships, without authorization of the Members, to

- (a) borrow money on the credit of the Corporation;
- (b) issue, reissue, sell, pledge, or hypothecate debt obligations of the Corporation;
- (c) give a guarantee on behalf of the Corporation; and
- (d) mortgage, hypothecate, pledge, or otherwise create a security interest in all or any property of the corporation, owned or subsequently acquired, to secure any debt obligation of the Corporation.

12. Remuneration of Directors

1. Directors shall not receive any remuneration for their services but may be reimbursed for expenses for their attendance at regular or special meetings of the Board of Directors.

13. Calling of Meetings of Board of Directors

1. The Directors will conduct an annual meeting of the Board following the annual meeting of Synod. In addition, the Board will hold at least one other regular meeting each year. Normally, an *in camera* session is held at each annual meeting.
2. The President of the Board of Directors shall call additional special meetings of the Board if requested in writing by at least one-third (1/3) of the Directors.
3. Board Meetings by electronic conference. If all persons who are members of the Board consent and each has adequate access, then they may participate in a meeting of the Board by means of a conference telephone, video conference, or other communications facilities as permit all persons participating in the meeting to speak and hear each other, and a person participating in such a meeting by such means is deemed to be present at the meeting.

14. Notice of a Special Meeting of the Board of Directors

1. All Directors of the Corporation are entitled to not less than fifteen (15) days' notice of all special Board of Director meetings. Notice shall be in writing and may be by electronic transmission. The notice shall contain sufficient information to allow a Director to determine what matters are to be deliberated.

15. Votes to Govern at Meetings of the Board of Directors

1. Fifty-one percent (51%) of the Directors shall constitute a quorum for the conducting of business at a Board of Directors meeting. Each Director present at a meeting shall have the right to exercise one (1) vote, but the Director serving as chair at a meeting votes only in the event of a tie vote. At all meetings of Directors of the Corporation every question shall be determined by a majority of votes present, unless otherwise specifically provided by the Articles of Incorporation or these Bylaws.

16. Committees of the Board of Directors

1. The Board of Directors may form standing and ad hoc committees as are necessary for the Corporation to carry out the purposes of the Corporation. The committees shall perform those duties which are delegated by the Board of Directors. In addition, the COD will determine from time to time the membership of various joint committees comprised of individuals from Classes located in the United States and in Canada (the "Joint Committees").
2. The Executive Committee shall be a standing committee of this Corporation and shall be comprised of the President, Vice-President, Secretary, and Treasurer. The individuals who occupy the following positions for the Denomination shall be *ex officio* staff without vote: Executive Director of the Denomination or a designee, Canadian Ministries Director, and the Director of Finance and Operations or a designee. The Executive Committee shall fulfill such tasks as are assigned to it by the Board of Directors and act

on behalf of the Board between meetings of the Board. The Executive Committee will not act on matters that are significant and that can be deferred until the next meeting of the Board as a whole. Any action taken in the interim by the Executive Committee must be ratified by the Board of Directors.

3. Committee Meetings by Electronic Conference. If all persons who are members of a committee consent and each has adequate access, then they may participate in a meeting of the committee by means of a conference telephone, video conference, or other communications facilities as permit all persons participating in the meeting to speak and hear each other, and a person participating in such a meeting by such means is deemed to be present at the meeting.

17. Appointment of Officers

1. The officers of the Corporation shall consist of a President, Vice-President, Secretary, Treasurer, and any other officers that the Board may elect or appoint. All officers must be Directors and shall hold office until their successors are elected and qualify or until their resignation or removal. The Board of Directors may remove an officer by vote of the Board of Directors.

18. Description of Offices

1. President. The President shall have the authority and responsibilities as are prescribed from time to time by Synod, any relevant Ecclesiastical Requirements, and/or the Board of Directors. The duties of the President shall include the following:

(a) Preside at meetings of the Board of Directors.

(b) Perform other duties as the Board of Directors may specify from time to time.

The President also shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the President's duties.

2. Vice-President. The Vice-President shall have the authority and responsibilities of the President when the President is absent. The duties of the Vice-President shall include the following:

(a) In the absence of the President, to serve in place of the President and perform those responsibilities of the President outlined under Section 18.1 of these Bylaws.

(b) Perform other duties as the Board of Directors may specify from time to time.

In the absence of the President, the Vice-President shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the President's duties. The Vice-President shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of any other duties that the Board of Directors assigns to the Vice-President.

3. Secretary. The Secretary shall call meetings of the Board of Directors consistent with the Ecclesiastical Requirements and the requirements of the Act. The Board may assign other duties to the Secretary from time to time. The Secretary shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the Secretary's duties. The Secretary may delegate all or some portion of the duties of Secretary to a staff member.

4. Treasurer. The Treasurer shall have the authority, duties, and responsibilities as are prescribed from time to time under the Ecclesiastical Requirements and/or by the Board of Directors. The Treasurer shall keep the books, records, and accounts of the corporation and shall render appropriate accountings to the Board of Directors. The Treasurer shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the Treasurer's duties. The Treasurer may delegate all or some portion of the duties of Treasurer to a staff member.

5. Corporate Officers. The Corporation shall have corporate officers performing such duties as Synod and the Board determine from time to time. Synod previously has approved the position of Canadian Ministries Director of the Denomination to be filled by an individual (a) approved by Synod to be accountable to the Board of Directors as well as the Executive Director of the Denomination and (b) responsible for the general operations of the Corporation between meetings of the Board of Directors and the Members. The Canadian Ministries Director is an authorized signatory for the Corporation.

19. Termination of Directorship

1. A Directorship shall be terminated upon the occurrence of any of the following:

(a) Resignation given in writing to the President of the Board and the Executive Director of the Denomination;

(b) Upon the unanimous vote of all Directors, other than the Director who may be terminated, and at a special general meeting of Directors called for that purpose;

(c) Upon the Director ceasing to be a member of a church in the applicable Classis if the Director is a Classical Director; or

(d) Upon failure to attend two consecutive Board meetings without prior notice to the Secretary.

20. Vacancy in Office

1. In the event of a vacancy or vacancies on the Board of Directors due to the resignation or removal of a Director who is not a Classical Delegate, the COD may select an interim successor. Otherwise, the vacancy shall be filled at the next meeting of Synod.

2. The interim successor holds office until the next meeting of Synod. A Director elected to fill a vacancy holds office for the unexpired term of their predecessor.

3. In the event of a vacancy or vacancies due to the resignation of a Classical Delegate, the COD must choose an interim successor from the same Classis as their predecessor.

21. Notice Requirements

1. Permitted Methods. Notice may be given only in one or more of the following methods:

- (a) hand delivery
- (b) registered or certified mail (originating from either Canada or the United States)
- (c) electronic transmission if the recipient consents as described below

2. Addresses and Expense. Unless otherwise provided by law, any notice or other communication required or permitted under these Bylaws must

- (a) be in writing;
- (b) have its delivery expenses prepaid by the sender;
- (c) for notices given by the Secretary on the Corporation's behalf, be addressed to the address most recently received by the Secretary from the recipient;
- (d) for notices given to the Corporation, be addressed to the Secretary's attention unless otherwise provided in these Bylaws. If the sender holds the office of Secretary, that sender must give the notice to the President. If that sender also holds the office of the President, that sender must give the notice to each director; and
- (e) for notices of meetings, describe the means of communication by which the recipient may participate.

3. For purposes of these Bylaws, "address" means a street address, post-office box, electronic mail address for electronic transmissions by electronic mail, or telephone facsimile number for electronic transmissions by facsimile.

4. Option for Electronic Methods. By written notice containing the recipient's electronic mail or facsimile address, a recipient may authorize the sender to give notices and other communications to that recipient by electronic mail or facsimile.

5. Effective Date of Notice. Notice given on the Corporation's behalf (i) that is mailed by registered or certified mail is deemed given three (3) business days after being deposited in the Canada Post Corporation or the U.S. Postal Service, postage prepaid, and (ii) that is sent by electronic transmission is deemed given when electronically transmitted to the person entitled to the notice in a manner that person authorized, and (iii) that is hand delivered is deemed given when handed to the recipient by the sender or left at the recipient's address in either a mailbox or with a person the sender reasonably believes will deliver the notice to the recipient.

22. Amendments to the Bylaws

1. The Board of Directors may amend these Bylaws by a majority vote of all of the Board of Directors.
2. This section does not apply to a Bylaw that requires a special resolution of the Members according to subsection 197(1) (fundamental change) of the Act, because such Bylaw amendments or repeals are only effective when confirmed by Members.

Appendix I

CERTIFIED COPY OF
SPECIAL RESOLUTION OF THE MEMBERS
OF
Christian Reformed Board of Home Missions of Canada
(“the Corporation”)

BYLAWS AND AMALGAMATION

WHEREAS it is considered to be in the best interests of the Corporation that it replace its bylaws;

AND WHEREAS it is considered to be in the best interests of the Corporation that it amalgamate or merge with the Christian Reformed Church in North America – Canada Corporation and Christian Reformed World Missions of Canada;

BE IT RESOLVED AS A SPECIAL RESOLUTION THAT

1. the bylaws of the Corporation, enacted on the 24th day of April 2014, are repealed and the new bylaws annexed to this resolution as Schedule A are approved;
2. the new bylaws will become effective on July 1, 2017;
3. the Corporation be and it is hereby authorized to enter into an Amalgamation, Merger, or other formal consolidation arrangement with the Christian Reformed Church in North America – Canada Corporation and Christian Reformed World Missions of Canada;
4. that all deeds, documents, instruments and writings, acts, or proceedings connected with or pertaining to the Amalgamation, Merger, or other consolidation arrangement which may heretofore have been executed, made, done, or taken on behalf of the Corporation by any Officer or Director of the Corporation be and they are expressly approved, ratified, and confirmed; and
5. the Officers and Directors of the Corporation are hereby authorized and directed to perform and do all such other acts and things, and execute and deliver all such documentation, necessary or desirable for the implementation of this resolution or which shall be required for the purpose of giving effect to this resolution.

CERTIFICATE

The undersigned Secretary of **Christian Reformed Board of Home Missions of Canada** (the "Corporation") hereby certifies that the foregoing is a true and complete copy of a resolution passed by the Members of the Corporation at a duly called and properly constituted meeting of such held on the ___ day of _____, 2017.

DATED at _____, _____, this ___ day of _____, 2017.

Secretary

CERTIFIED COPY OF
RESOLUTION OF THE DIRECTORS
OF

Christian Reformed Board of Home Missions of Canada

("the Corporation")

BYLAWS AND AMALGAMATION

WHEREAS it is considered to be in the best interests of the Corporation that it replace its bylaws;

AND WHEREAS it is considered to be in the best interests of the Corporation that it amalgamate or merge with the Christian Reformed Church in North America – Canada Corporation and Christian Reformed World Missions of Canada;

BE IT RESOLVED AS A SPECIAL RESOLUTION THAT

1. the bylaws of the Corporation, enacted on the 24th day of April 2014, are repealed and the new bylaws annexed to this resolution as Schedule A are approved;
2. the new bylaws will become effective on July 1, 2017;
3. the Corporation be and it is hereby authorized to enter into an Amalgamation, Merger, or other formal consolidation arrangement with the Christian Reformed Church in North America – Canada Corporation and Christian Reformed World Missions of Canada;
4. that all deeds, documents, instruments and writings, acts, or proceedings connected with or pertaining to the Amalgamation, Merger, or other consolidation arrangement which may heretofore have been executed, made, done, or taken on behalf of the Corporation by any Officer or Director of the Corporation be and they are expressly approved, ratified, and confirmed; and
5. the Officers and Directors of the Corporation are hereby authorized and directed to perform and do all such other acts and things, and execute and deliver all such documentation, necessary or desirable for the implementation of this resolution or which shall be required for the purpose of giving effect to this resolution.

CERTIFICATE

The undersigned Secretary of **Christian Reformed Board of Home Missions of Canada** (the "Corporation") hereby certifies that the foregoing is a true and complete copy of a resolution passed by the Directors of the Corporation at a duly called and properly constituted meeting of such held on the ___ day of _____, 2017.

DATED at _____, _____, this ___ day of _____, 2017.

Secretary

Appendix J

CERTIFIED COPY OF
SPECIAL RESOLUTION OF THE MEMBERS
OF
Christian Reformed World Missions of Canada
(“the Corporation”)

BYLAWS AND AMALGAMATION

WHEREAS it is considered to be in the best interests of the Corporation that it replace its bylaws;

AND WHEREAS it is considered to be in the best interests of the Corporation that it amalgamate or merge with the Christian Reformed Church in North America – Canada Corporation and Christian Reformed Board of Home Missions of Canada;

BE IT RESOLVED AS A SPECIAL RESOLUTION THAT

1. the bylaws of the Corporation, enacted on the 24th day of April 2014, are repealed and the new bylaws annexed to this resolution as Schedule A are approved;
2. the new bylaws will become effective on July 1, 2017;
3. the Corporation be and it is hereby authorized to enter into an Amalgamation, Merger, or other formal consolidation arrangement with the Christian Reformed Church in North America – Canada Corporation and Christian Reformed Board of Home Missions of Canada;
4. that all deeds, documents, instruments and writings, acts, or proceedings connected with or pertaining to the Amalgamation, Merger, or other consolidation arrangement which may heretofore have been executed, made, done, or taken on behalf of the Corporation by any Officer or Director of the Corporation be and they are expressly approved, ratified, and confirmed; and
5. the Officers and Directors of the Corporation are hereby authorized and directed to perform and do all such other acts and things, and execute and deliver all such documentation, necessary or desirable for the implementation of this resolution or which shall be required for the purpose of giving effect to this resolution.

CERTIFICATE

The undersigned Secretary of **Christian Reformed World Missions of Canada** (the "Corporation") hereby certifies that the foregoing is a true and complete copy of a resolution passed by the Members of the Corporation at a duly called and properly constituted meeting of such held on the ___ day of _____, 2017.

DATED at _____, _____, this ___ day of _____, 2017.

Secretary

CERTIFIED COPY OF
RESOLUTION OF THE DIRECTORS
OF

Christian Reformed World Missions of Canada

("the Corporation")

BYLAWS AND AMALGAMATION

WHEREAS it is considered to be in the best interests of the Corporation that it replace its bylaws;

AND WHEREAS it is considered to be in the best interests of the Corporation that it amalgamate or merge with the Christian Reformed Church in North America – Canada Corporation and Christian Reformed Board of Home Missions of Canada;

BE IT RESOLVED AS A SPECIAL RESOLUTION THAT

1. the bylaws of the Corporation, enacted on the 24th day of April 2014, are repealed and the new bylaws annexed to this resolution as Schedule A are approved;
2. the new bylaws will become effective on July 1, 2017;
3. the Corporation be and it is hereby authorized to enter into an Amalgamation, Merger, or other formal consolidation arrangement with the Christian Reformed Church in North America – Canada Corporation and Christian Reformed Board of Home Missions of Canada;
4. that all deeds, documents, instruments and writings, acts, or proceedings connected with or pertaining to the Amalgamation, Merger, or other consolidation arrangement which may heretofore have been executed, made, done, or taken on behalf of the Corporation by any Officer or Director of the Corporation be and they are expressly approved, ratified, and confirmed; and
5. the Officers and Directors of the Corporation are hereby authorized and directed to perform and do all such other acts and things, and execute and deliver all such documentation, necessary or desirable for the implementation of this resolution or which shall be required for the purpose of giving effect to this resolution.

CERTIFICATE

The undersigned Secretary of **Christian Reformed World Missions of Canada** (the "Corporation") hereby certifies that the foregoing is a true and complete copy of a resolution

passed by the Directors of the Corporation at a duly called and properly constituted meeting of such held on the __ day of _____, 2017.

DATED at _____, _____, this __ day of _____, 2017.

Secretary

CERTIFIED COPY OF
RESOLUTION OF THE DIRECTORS
OF

Christian Reformed Church of North America – Canada Corporation

("the Corporation")

BYLAWS AND AMALGAMATION

WHEREAS it is considered to be in the best interests of the Corporation that it replace its bylaws;

AND WHEREAS it is considered to be in the best interests of the Corporation that it amalgamate or merge with Christian Reformed World Missions of Canada and Christian Reformed Board of Home Missions of Canada;

BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:

1. the bylaws of the Corporation, enacted on the 24th day of April, 2014 are repealed and the new bylaws annexed to this resolution as Schedule A is approved;
2. the new bylaws will become effective on July 1, 2017;
3. the Corporation be and it is hereby authorized to enter into an Amalgamation, Merger or other formal consolidation arrangement with Christian Reformed World Missions of Canada and Christian Reformed Board of Home Missions of Canada;
4. that all deeds, documents, instruments and writings, acts or proceedings connected with or pertaining to the Amalgamation, Merger, or other consolidation arrangement which may heretofore have been executed, made, done or taken on behalf of the Corporation by any Officer or Director of the Corporation be and they are expressly approved, ratified and confirmed; and
5. the Officers and Directors of the Corporation are hereby authorized and directed to perform and do all such other acts and things, and execute and deliver all such documentation, necessary or desirable for the implementation of this resolution or which shall be required for the purpose of giving effect to this resolution.

CERTIFICATE

The undersigned Secretary of **Christian Reformed Church of North America – Canada Corporation** (the "Corporation") hereby certifies that the foregoing is a true and complete copy of a resolution passed by the Directors of the Corporation at a duly called and properly constituted

meeting of such held on the 3rd day of May, 2017.

DATED at Grand Rapids, MI, this 3rd day of May, 2017.

Donald Drayer
Secretary

CERTIFIED COPY OF
SPECIAL RESOLUTION OF THE MEMBERS
OF

Christian Reformed Church of North America – Canada Corporation

("the Corporation")

BYLAWS AND AMALGAMATION

WHEREAS it is considered to be in the best interests of the Corporation that it replace its bylaws;

AND WHEREAS it is considered to be in the best interests of the Corporation that it amalgamate or merge with Christian Reformed World Missions of Canada and Christian Reformed Board of Home Missions of Canada;

BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:

1. the bylaws of the Corporation, enacted on the 24th day of April, 2014 are repealed and the new bylaws annexed to this resolution as Schedule A is approved;
2. the new bylaws will become effective on July 1, 2017;
3. the Corporation be and it is hereby authorized to enter into an Amalgamation, Merger or other formal consolidation arrangement with Christian Reformed World Missions of Canada and Christian Reformed Board of Home Missions of Canada;
4. that all deeds, documents, instruments and writings, acts or proceedings connected with or pertaining to the Amalgamation, Merger, or other consolidation arrangement which may heretofore have been executed, made, done or taken on behalf of the Corporation by any Officer or Director of the Corporation be and they are expressly approved, ratified and confirmed; and
5. the Officers and Directors of the Corporation are hereby authorized and directed to perform and do all such other acts and things, and execute and deliver all such documentation, necessary or desirable for the implementation of this resolution or which shall be required for the purpose of giving effect to this resolution.

CERTIFICATE

The undersigned Secretary of **Christian Reformed Church of North America – Canada Corporation** (the "Corporation") hereby certifies that the foregoing is a true and complete copy of a resolution passed by the Members of the Corporation at a duly called and properly constituted

meeting of such held on the 3rd day of May 2017.

DATED at Grand Rapids, MI, this 3rd day of May, 2017.

Donald L. Sawyer
Secretary

Appendix M

A Bylaw relating generally to the conduct
of the affairs of

Back to God Ministries International: Canada

(the "Corporation")

BE IT ENACTED as a Bylaw of the Corporation as follows:

1. Definition

In this Bylaw and all other Bylaws of the Corporation, unless the context otherwise requires:

"**Act**" means the *Canada Not-For-Profit Corporations Act* S.C. 2009, c. 23, including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;

"**articles**" means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement, or revival of the Corporation;

"**Board**" means the board of directors of the Corporation, and "**Director**" means a member of the board;

"**Bylaw**" means this Bylaw and any other Bylaw of the Corporation as amended and which are, from time to time, in force and effect;

"**Chief Executive Officer**" is the Agency Director of Back to God Ministries International who directly serves the Corporation;

"**meeting of members**" includes an annual meeting of members or a special meeting of members;

"**special meeting of members**" includes a meeting of any class or classes of members and a special meeting of all members entitled to vote at an annual meeting of members;

"**ordinary resolution**" means a resolution passed by a majority of not less than 50 percent plus 1 of the votes cast on that resolution;

"**proposal**" means a proposal submitted by a member of the Corporation that meets the requirements of section 163 (Member Proposals) of the Act;

"**Regulations**" means the regulations made under the Act, as amended, restated, or in effect from time to time; and

"**special resolution**" means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution.

2. Purposes

The corporation is a nonprofit, ecclesiastical corporation organized and operated exclusively for religious and charitable purposes, under the *Canada Not-For-Profit Corporations Act* (S.C. 2009, c.23). The purposes of the corporation are the following:

1. To be the legal identity in Canada of the religious ministry, Back to God Ministries International, of the Christian Reformed Church in North America (the “Denomination”).
2. Through the members of its Board of Directors participating in the Council of Delegates (“COD”), to
 - i. Transact all matters assigned to it by the Synod of the Denomination (“Synod”).
 - ii. Lead (and coordinate with any separately incorporated agencies) Back to God Ministries International, whose domestic and international ministries of evangelism, faith formation, and church planting and strengthening, especially by proclaiming the gospel of Jesus Christ throughout the strategic use of media, extend the Denomination's witness around the world.
 - iii. Ensure the financial integrity of Back to God Ministries International, providing appropriate financial management and advancement policies, with particular focus on Canada, within which personnel function.
 - iv. Identify when necessary, evaluate regularly, and support constructively the administrative leaders, with a particular focus on leaders and activities in Canada, of Back to God Ministries International.
 - v. To do all other lawful acts and things necessary to fulfill the mandate and mission of the corporation.
3. The corporation has not been formed for pecuniary profit or gain. No part of the assets, income, or profit of the corporation is for the benefit of its Members, Directors, or officers. However, the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth under Section 2 of these Bylaws.
4. Back to God Ministries International Canada will comply with Canada Revenue Agency policies and regulations regarding the advocacy and public policy dialogue of registered charities.

3. Ecclesiastical Government

1. The Denomination’s Church Order (“Church Order”), its Rules for Synodical Procedure (“Rules for Synodical Procedure”), and the mandates of Synod shall regulate the ecclesiastical organization and operation of this corporation. Collectively, Church Order, the Rules for Synodical Procedure, and the mandates of Synod shall be referred to as the “Ecclesiastical Requirements.” Consistent with Church Order, the Denomination is comprised of member churches which are grouped into regional Classes (each a “Classis,” and collectively the “Classes”).

2. Back to God Ministries International is a binational ministry, part of the Denomination with Classes in the United States and in Canada. This corporation has an American counterpart which is formed as a nonprofit corporation under laws of the State of Illinois (the "American Corporation"). The American Corporation and this corporation have entered into a Joint Ministries Agreement (the "JMA") under which the American Corporation and this corporation have outlined structural and procedural requirements for Back to God Ministries International to act binationally. Synod has approved the creation of a Council of Delegates (the "COD"), which governs the joint ministries and operations of the American Corporation and this corporation.

4. Interpretation

1. In the interpretation of this Bylaw, words in the singular include the plural and vice-versa, words in one gender include all genders, and "person" includes an individual, body corporate, partnership, trust, and unincorporated organization.

2. Other than as specified above, words and expressions defined in the Act have the same meanings when used in these Bylaws.

5. Annual Financial Statements

1. The Corporation may, instead of sending copies of the annual financial statements and other documents referred to in subsection 172(1) (Annual Financial Statements) of the Act to the Members, publish a notice to its Members stating that the annual financial statements and documents provided in subsection 172(1) are available at the registered office of the Corporation, and any member may, on request, obtain a copy free of charge at the registered office or by prepaid mail.

6. Membership Conditions

1. The corporation is organized as a not-for-profit corporation under the *Canada Not-For-Profit Corporations Act*. The Members of this corporation ("Members") are those elected from time to time by Synod to serve on the Council of Delegates from Classes located in Canada or representing Canada at-large.

2. Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the Members is required to make any amendments to this section of the Bylaws if those amendments affect membership rights and/or conditions described in paragraphs 197(1)(e), (h), (l), or (m).

7. Place and Notice of Members' Meeting

1. The Members shall be given notice and meet annually at the time and place as determined consistent with Church Order.

2. Subject to compliance with section 159 (Place of Members' Meetings) of the Act, meetings of the Members may be held at any place within Canada determined by the board or, if all of the Members entitled to vote at such meeting so agree, outside Canada.

3. Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the Members is required to make any amendment to the Bylaws of the Corporation to change the manner of giving notice to Members entitled to vote at a meeting of Members.

8. Voting at Members' Meetings

1. The Members shall vote consistent with the COD governance procedures.

9. Directors

1. The Directors of this corporation ("Directors") shall be those serving on the COD from each Classis located in Canada (the "Classical Delegates") and any at-large delegates of the COD who are from Canada (the "At-Large Delegates") who are elected by the Members to each of the four officer positions.

2. The individuals who occupy the following positions for the Denomination shall be *ex officio* without vote: Executive Director of the Denomination or a designee, the Back to God Ministries International Director or a designee, and the Director of Finance and Operations or a designee.

3. An individual is ineligible to serve as a Director if they have been convicted of a criminal or regulatory offence related to financial dishonesty or relevant to the operation of the organization. An individual who previously occupied a leadership position in an organization designated as a registered charity under *the Income Tax Act*, whose registration was revoked for a serious breach of the requirements for registration, is ineligible to serve as a Director of the organization.

4. The Board of Directors of this Corporation shall be the governing body of the corporation and shall deliberate and determine issues that are in furtherance of the purposes of this corporation, other than issues that are reserved to the Members, either at law or under the Ecclesiastical Requirements.

5. The Back to God Ministries International Director shall, subject to the authority and direction of the Board and President, be the Chief Executive Officer of Back to God Ministries International - Canada Corporation. When acting as the Chief Executive Officer of Back to God Ministries International - Canada Corporation, the Director of Back to God Ministries International shall advise the Board of Directors and implement all orders, directions, and resolutions of the Board of Back to God Ministries International - Canada Corporation.

10. Term of Office of Directors

1. Directors shall serve for a term of three years. Directors may serve successive terms. However, a Director's term is not to exceed the maximum of six consecutive years.

11. Borrowing Powers of the Directors

1. The Directors of the corporation may enter into banking relationships, without authorization of the Members, to
 - (a) borrow money on the credit of the corporation;
 - (b) issue, reissue, sell, pledge, or hypothecate debt obligations of the corporation;
 - (c) give a guarantee on behalf of the corporation; and
 - (d) mortgage, hypothecate, pledge, or otherwise create a security interest in all or any property of the corporation, owned or subsequently acquired, to secure any debt obligation of the corporation.

12. Remuneration of Directors

1. Directors shall not receive any remuneration for their services but may be reimbursed for expenses for their attendance at regular or special meetings of the Board of Directors.

13. Calling of Meetings of Board of Directors

1. The Directors will conduct an annual meeting of the Board following the annual meeting of Synod. In addition, the Board will hold at least one other regular meeting each year. Normally, an *in camera* session is held at each annual meeting.
2. The President of the Board of Directors shall call additional special meetings of the Board if requested in writing by at least one-third (1/3) of the Directors.
3. Board Meetings by Electronic Conference. If all persons who are members of the Board consent and each has adequate access, then they may participate in a meeting of the Board by means of a conference telephone, video conference, or other communications facilities as permit all persons participating in the meeting to speak and hear each other, and a person participating in such a meeting by such means is deemed to be present at the meeting.

14. Notice of a Special Meeting of the Board of Directors

1. All Directors of the corporation are entitled to not less than fifteen (15) days' notice of all special Board of Director meetings. Notice shall be in writing and may be by electronic transmission. The notice shall contain sufficient information to allow a Director to determine what matters are to be deliberated.

15. Votes to Govern at Meetings of the Board of Directors

1. Fifty-one percent (51%) of the Directors shall constitute a quorum for the conducting of business at a Board of Directors meeting. Each Director present at a meeting shall have the right to exercise one (1) vote, but the Director serving as chair at a meeting votes only in the event of a tie vote. At all meetings of Directors of the corporation every question

shall be determined by a majority of votes present, unless otherwise specifically provided by the Articles of Incorporation or these Bylaws.

16. Committees of the Board of Directors

1. The Board of Directors may form standing and ad hoc committees as are necessary for the corporation to carry out the purposes of the corporation. The committees shall perform those duties which are delegated by the Board of Directors. In addition, the COD will determine from time to time the membership of various joint committees comprised of individuals from Classes located in the United States and in Canada (the “Joint Committees”).

2. The Executive Committee shall be a standing committee of this corporation and shall be comprised of the President, Vice-President, Secretary, and Treasurer. The individuals who occupy the following positions for the Denomination shall be *ex officio* without vote: Executive Director of the Denomination or a designee, the Back to God Ministries International Director, and the Director of Finance and Operations or a designee. The Executive Committee shall fulfill such tasks as are assigned to it by the Board of Directors and act on behalf of the Board between meetings of the Board. The Executive Committee will not act on matters that are significant and that can be deferred until the next meeting of the Board as a whole. Any action taken in the interim by the Executive Committee must be ratified by the Board of Directors.

3. Committee Meetings by Electronic Conference. If all persons who are members of a committee consent and each has adequate access, then they may participate in a meeting of the committee by means of a conference telephone, video conference, or other communications facilities as permit all persons participating in the meeting to speak and hear each other, and a person participating in such a meeting by such means is deemed to be present at the meeting.

17. Appointment of Officers

1. The officers of the Corporation shall consist of a President, Vice-President, Secretary, Treasurer, and any other officers that the Members may elect or appoint. All officers must be Directors and shall hold office until their successors are elected and qualify or until their resignation or removal by a vote of the Members.

18. Description of Offices

1. President. The President shall have the authority and responsibilities as are prescribed from time to time by Synod, any relevant Ecclesiastical Requirements and/or the Board of Directors. The duties of the President shall include the following:

(a) Preside at meetings of the Board of Directors.

(b) Perform other duties as the Board of Directors may specify from time to time.

The President also shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the President's duties.

2. Vice-President. The Vice-President shall have the authority and responsibilities of the President when the President is absent. The duties of the Vice-President shall include the following:

(a) In the absence of the President, to serve in place of the President and perform those responsibilities of the President outlined under Section 18.1 of these Bylaws.

(b) Perform other duties as the Board of Directors may specify from time to time.

In the absence of the President, the Vice-President shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the President's duties. The Vice-President shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of any other duties that the Board of Directors assigns to the Vice-President.

3. Secretary. The Secretary shall call meetings of the Board of Directors consistent with the Ecclesiastical Requirements and the requirements of the Act. The Board may assign other duties to the Secretary from time to time. The Secretary shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the Secretary's duties. The Secretary may delegate all or some portion of the duties of Secretary to a staff member.

4. Treasurer. The Treasurer shall have the authority, duties, and responsibilities as are prescribed from time to time under the Ecclesiastical Requirements and/or by the Board of Directors. The Treasurer shall keep the books, records, and accounts of the corporation and shall render appropriate accountings to the Board of Directors. The Treasurer shall be an authorized signatory on behalf of the corporation for those matters which arise within the scope of the Treasurer's duties. The Treasurer may delegate all or some portion of the duties of Treasurer to a staff member.

5. Corporate Officers. The corporation shall have corporate officers performing such duties as Synod and the Board determine from time to time. Synod previously has approved the position of Director of Back to God Ministries International to be filled by an individual (a) approved by Synod to be accountable to the Board of Directors as well as the Executive Director of the Denomination and (b) responsible for the general operations of the corporation between meetings of the Board of Directors and the Members. The Back to God Ministries International Director is an authorized signatory for the corporation.

19. Termination of Directorship

1. A Directorship shall be terminated upon the occurrence of any of the following:

(a) Resignation given in writing to the President of the Board and the Executive Director of the Denomination;

- (b) Upon the unanimous vote of all Directors, other than the Director who may be terminated, and at a special general meeting of Directors called for that purpose;
- (c) Upon the Director ceasing to be a member of a church in the applicable Classis if the Director is a Classical Director; or
- (d) Upon failure to attend two consecutive Board meetings without prior notice to the Secretary.

20. Vacancy in Office

1. In the event of a vacancy or vacancies on the Board of Directors due to the resignation or removal of a Director who is not a Classical Delegate, the COD may select an interim successor. Otherwise, the vacancy shall be filled at the next meeting of Synod.
2. The interim successor holds office until the members elect a replacement Director at the next meeting of Synod. A Director elected to fill a vacancy holds office for the unexpired term of their predecessor.
3. In the event of a vacancy or vacancies due to the resignation of a Classical Delegate, the COD must choose an interim successor from the same Classis as their predecessor.

21. Notice Requirements

1. Permitted Methods. Notice may be given only in one or more of the following methods:
 - (a) hand delivery
 - (b) registered or certified mail (originating from either Canada or the United States)
 - (c) electronic transmission if the recipient consents as described below
2. Addresses and Expense. Unless otherwise provided by law, any notice or other communication required or permitted under these Bylaws must
 - (a) be in writing;
 - (b) have its delivery expenses prepaid by the sender;
 - (c) for notices given by the Secretary on the corporation's behalf, be addressed to the address most recently received by the Secretary from the recipient;
 - (d) for notices given to the corporation, be addressed to the Secretary's attention unless otherwise provided in these Bylaws. If the sender holds the office of Secretary, that sender must give the notice to the President. If that sender also holds the office of the President, that sender must give the notice to each director; and

(e) for notices of meetings, describe the means of communication by which the recipient may participate.

3. For purposes of these Bylaws, “address” means a street address, post-office box, electronic mail address for electronic transmissions by electronic mail, or telephone facsimile number for electronic transmissions by facsimile.

4. Option for Electronic Methods. By written notice containing the recipient’s electronic mail or facsimile address, a recipient may authorize the sender to give notices and other communications to that recipient by electronic mail or facsimile.

5. Effective Date of Notice. Notice given on the corporation’s behalf (i) that is mailed by registered or certified mail is deemed given when deposited in the Canada Post Corporation or the U.S. Postal Service, postage prepaid, and (ii) that is sent by electronic transmission is deemed given when electronically transmitted to the person entitled to the notice in a manner that person authorized, and (iii) that is hand delivered is deemed given when handed to the recipient by the sender or left at the recipient’s address in either a mailbox or with a person the sender reasonably believes will deliver the notice to the recipient.

22. Amendments to the Bylaws

1. The Board of Directors may amend these Bylaws by a majority vote of all of the Board of Directors.

2. This section does not apply to a Bylaw that requires a special resolution of the members according to subsection 197(1) (fundamental change) of the Act, because such Bylaw amendments or repeals are only effective when confirmed by members.



Back to God
Ministries International

6555 West College Drive
Palos Heights, IL 60463
708.371.8700

3475 Mainway
PO Box 5070 STN LCD 1
Burlington, ON L7R 3Y8
905.336.2920

1700 28th Street SE
Grand Rapids, MI 49508
616.942.9383

backtogod.net
reframemedia.com

CERTIFIED COPY OF
RESOLUTION OF THE DIRECTORS
OF
Back to God Ministries International
("the Corporation")

BYLAWS

WHEREAS it is considered to be in the best interests of the Corporation that it replace its bylaws;


BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:

1. the bylaws of the Corporation, enacted on the 24th day of April, 2014 are repealed and the new bylaws annexed to this resolution as Schedule A is approved; and
2. any one of the officers and/or directors of the Corporation is authorized to take all such actions and execute and deliver all such documentation which are necessary or desirable for the implementation of this resolution; and
3. the new bylaws will become effective on July 1, 2017.

CERTIFICATE

The undersigned Secretary of **Back to God Ministries International** (the "Corporation") hereby certifies that the foregoing is a true and complete copy of a resolution passed by the Directors of the Corporation at a duly called and properly constituted meeting of such held on the 27th day of April, 2017.

DATED at Palos Heights Illinois, this 27th day of April, 2017.


Secretary



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905.336.2920

1700 28th Street SE
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CERTIFIED COPY OF
SPECIAL RESOLUTION OF THE MEMBERS
OF
Back to God Ministries International
("the Corporation")

BYLAWS

WHEREAS it is considered to be in the best interests of the Corporation that it replace its bylaws;


BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:

1. the bylaws of the Corporation, enacted on the 24th day of April, 2014 are repealed and the new bylaws annexed to this resolution as Schedule A is approved; and
2. any one of the officers and/or directors of the Corporation is authorized to take all such actions and execute and deliver all such documentation which are necessary or desirable for the implementation of this resolution; and
3. the new bylaws will become effective on July 1, 2017.

CERTIFICATE

The undersigned Secretary of **Back to God Ministries International** (the "Corporation") hereby certifies that the foregoing is a true and complete copy of a resolution passed by the Members of the Corporation at a duly called and properly constituted meeting of such held on the 27 day of April, 2017.

DATED at Palos Heights, Illinois, this 27 day of April, 2017.



Secretary

Appendix P

New Mission Agency Branding

Following the board meetings in February, the executive leadership team of the new mission agency (NMA) formed a branding project team consisting of the following representatives:

Board members: Jenny Siebring-deGroot, Bruce Gritter, Ricardo Tavarez, Dirk VanEyk

Executive leadership team: Gary Bekker, Moses Chung, Steve Kabetu, Colin Watson

Leadership team: Lois Craven, Ron Geerlings, Joel Huyser, Amy Schenkel, James Vanderlaan

Communications representatives: Josh Leo, Scott Meekhof

The process, as designed by our branding consultants at Hanon McKendry (see below), consisted of three phases. In the first phase, the project team finalized a new criteria set to use as a measure of any name candidates. The team incorporated the board's guidance from the February meeting and used it as a primary point of reference/key evaluation standard throughout the process.

This criteria set consisted of four main points:

1. Any acceptable candidate must be strongly consistent with the naming strategy (metaphoric as the primary approach; constructed as the secondary approach).
2. Any acceptable candidate must align clearly and well with an aspect of the brand platform and must support the other aspects. And, any acceptable candidate must not be contrary to any aspect.
3. Any acceptable candidate must fit well within the colored overlapping area of the three relationship spheres (see graphic below).
4. Any acceptable candidate must reconcile clearly and well with the findings and conclusions of the research done by Hanon McKendry.

In the second phase, the project team reviewed a total of ten new root name candidates developed by Hanon McKendry. After thorough discussion, debate, and prayer, the project team selected four candidates to bring to a second round of evaluation and further research. In the third phase, the project team reviewed the research and recommendations prepared by Hanon McKendry. The evaluation of the final candidates included two additional factors to the criteria set: functional and signals change, and available within the category. After more thoughtful conversation, the group unanimously endorsed the following recommendation:

Resonate Global Mission

Engaging People. Embracing Christ.

A Ministry of the Christian Reformed Church

The Root Name (Resonate) is defined as follows: to produce or be filled with a deep, full, reverberating sound. The word *resonance* is defined as an external force that drives another system to oscillate with greater amplitude. The work of the NMA amplifies the impact and results of those whom the NMA serves. The echoing effect transforms from less into more through partnering or networking and is only possible with the power of God's great work, so that ultimately others might connect to something spiritual that resonates deeply.

The primary intent of the modifier (Global Mission) is to communicate the purpose (Mission) and reach (Global) of the organization.

The tag line (Engaging People. Embracing Christ.) works to amplify and capture a deeper meaning behind the mission/vision or other key attributes.

The Endorser (A Ministry of the Christian Reformed Church) works to demonstrate the relationship between the NMA and the denomination.

The branding project team unanimously and enthusiastically agrees that this recommendation meets all the criteria identified by the board, leadership, and research among our stakeholders and that it will serve us well as we embrace the future that God has in store for us.



CRC NMA Criteria Set for Name Development

March 14, 2017

As we initiate the next round of recommendation for root name candidates for the New Mission agency, Hanon McKendry will explore and evaluate new names according to the constructs outlined below:

Construct

Naming Strategy

Metaphoric (Primary Approach)

Example - APPLE

A metaphor is a figure of speech in which a term or phrase is applied to something to which it is not literally applicable to suggest a resemblance, emblem or symbol, as in "A mighty fortress is our God."

Advantages

- Latitude to Flex Meaning
- Highly Emotive
- Captures Brand Spirit
- Unexpected, Surprise Element
- Strong Distinction
- Excellent Retention
- Inspirational

Disadvantages

- Must build Recognition
- Risk unintended Connotation
- Needs descriptive Modifier

Constructed (Secondary Approach)

Example - FACEBOOK

A constructed name may blend two familiar words into an invented word that may also be metaphoric in nature.

Advantages

- Blend Ideas (e.g. VersaTeller)
- Strong Distinction
- Good Retention
- Shorten Long Names

Disadvantages

- Overcome the Literal Meaning
- Build Understanding

Brand Platform

We will explore metaphoric and constructed names that may reflect the brand attributes or brand promise or perhaps even the value proposition:

PERSONALITY

Reinforcing

Courageous Resourceful Innovator

Undermining

Passive Predictable Traditionalist

Progressive, modern, innovative, bright, imaginative, exciting, and open to opinions. It **embodies compassion in action**, is **faithful to its principles**, and **committed to the growth of others**.

VOICE

Reinforcing

Clear Respectful Approachability

The ideal tone or voice of the NMA is **respectful and humble** - believing **everyone matters**. It is **inviting, engaging, friendly**, and **unpretentious**. The NMA is genuinely open to hearing ideas while considering change.

EXPERIENCE

Reinforcing

Extraordinarily Inspired Renewal

Invokes a genuine connection with the Divine resulting in **transformation** through **engaging partnership**. The relationship, through the experience, reinforces **reciprocal learning**, peer-to-peer **collaboration** emanating from **Christ-centered renewal**. There is a degree of **risk and adventure** due to the unknown but is undergirded by support and cooperation.

BRAND PROMISE

Connecting people, congregations & communities to be the Gospel in new ways.

VALUE PROPOSITION

Nimble advocate for a holistic approach to missional work that accomplishes God's plan for all people

Reluctant to explore new approaches; being timid, thwarted and discouraged; guarded, inflexible, and unimaginative. It is predictable in what has been done in the past and unwilling to take risk or be a stimulus for change.

Undermining

Inconsiderate Authoritative Indifference

Overbearing and insensitive and perhaps condescending at times. Communication that is confusing may create a perception of indifference. Limited listening may be authoritative and counter-intuitive to respectful approachability.

Undermining

Directed Uniform Relationship

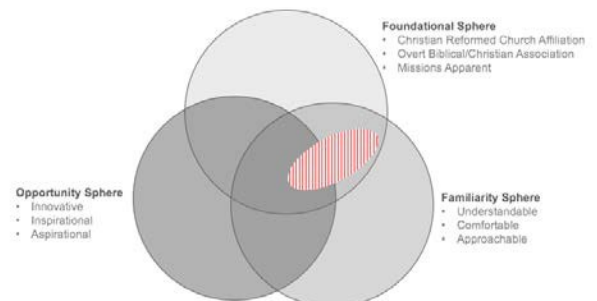
An undermining experience is seen to be the same regardless of context. It can be considered directed - constrained, as in obliged or forced (opposite of inspired); uniform - continuing without change or adaptation; a relationship implies connection but not necessarily extraordinary renewal.

We will explore name candidates that hint at connection or suggest a metaphor for connecting/connection.

We will explore name candidates that represent notions of being nimble and an advocate

Relationship

Name candidates should evoke the **familiar, yet slightly flex in opportunity to build name recognition and perhaps whisper the foundational ideas of the Great Commission**.



**Survey
Comment
Considerations**

Consider names that may be a metaphor for the following aspects of the NMA:

Purpose – Bringing the gospel, participating in God's mission, living out the Good News of Jesus

Action – Equipping, guiding, partnering

Outcome – Mission catalysts

Consider the interpretative connection of spiritual or biblical connotation beyond the initial expression.

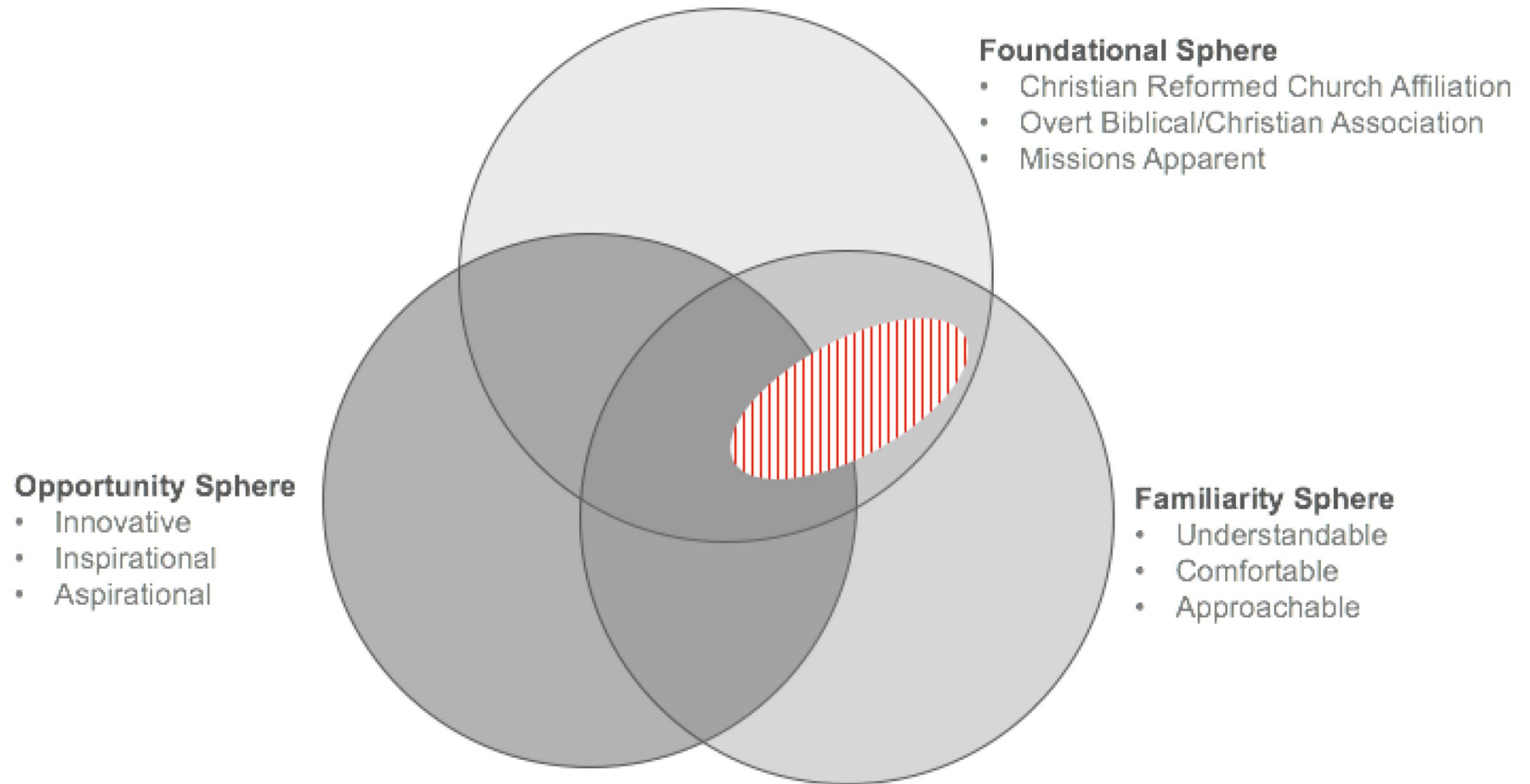
Be careful to avoid:

- A name that appears trendy or limits appeal because it is perceived as passé
- A name that has negative or unintended connotations in other languages
- A name that may introduce confusion about or contradict Reformed doctrine or accent
- A name that may be too easily interpreted as an inward focus or emphasis on the merging of the two mission agencies

EVALUATION SUMMARY

Each name candidate submitted for consideration will satisfactorily address these questions:

1. Any acceptable candidate must be strongly consistent with the naming strategy (metaphoric as the primary approach; constructed as the secondary approach).
2. Any acceptable candidate must align clearly and well with an aspect of the brand platform and must support the other aspects. And, any acceptable candidate must not be contrary to any aspect.
3. Any acceptable candidate must fit well within the colored overlapping area of the three relationship spheres.
4. Any acceptable candidate must reconcile clearly and well with the findings and conclusions of the research done by Hanon McKendry.



Appendix Q

Remembering, Reaffirming, and Reinvigorating Our Response to Global Humanitarian Challenges

I. Introduction

The world is facing its largest humanitarian crisis since 1945. An estimated 20 million people are living on the brink of starvation in South Sudan, Yemen, Somalia, and Nigeria. At the same time, violence and civil wars across the globe have led to the largest numbers of refugees in recent history.

In the face of these needs, recognizing the exceptional ministry capabilities of the Christian Reformed Church and acknowledging the past commitments of the CRCNA, denominational leadership and staff believe that now is the time to act. We request that the BOT and Synod **remember, reaffirm, and reinvigorate** our denomination's commitment to a comprehensive and integral response to the people who are hungry, poor, and rejected in our world and in our own nations.

II. What is our history of commitments?

In 1978 the synod of the Christian Reformed Church made the following Declaration on World Hunger:

Recognizing God as the Creator of all things, and [humankind] as his steward;
Confessing that God breaks into the lives of his people with his Word and Spirit, training them in patterns of love and justice;
Finding in God's Word his liberality for [human beings] and the whole creation, and protective laws for the defenseless and underprivileged;
Remembering the grace of the Lord Jesus Christ, who entered poverty so that others might become rich; and
Listening to God's call to his people to disciple all nations and to practice love and justice in the earth;
the synod of the Christian Reformed Church
acknowledges that the alleviation of hunger at home and abroad is an integral part of our Christian responsibility,
and asks that all members of the Christian Reformed Church devote themselves to gratitude, compassion, repentance, and justice as they respond to world hunger with a ministry of word and deed.

(*Acts of Synod 1978*, pp. 80-81)

As part of its report, the 1978 synodical Task Force on World Hunger recommended that the denomination begin a hunger education program for North American churches as part of the ministry of World Renew (then CRWRC). This would include an annual day of prayer and fasting to be observed by all CRC churches on the first Sunday in November. In addition, synod asked CRC families to consider giving an additional one percent of their income to support World Renew's hunger relief work.

That same synod also adopted two recommendations strongly affirming **education and advocacy** as a key part of our individual and corporate response to hunger and poverty:

That synod call upon the members of the church to seek to do justice in their chosen vocations in an attempt to alleviate the structural or systemic injustice evident in today's world, and that synod call upon members of our churches to consider joining

local or national organizations designed to have a Christian impact on society as a whole.

That synod urge all churches to encourage and challenge their members to use their dual citizenship in the kingdom of God and their country by being a citizen advocate on behalf of the hungry and starving world; by contacting their representatives in government on key issues surrounding this problem, urging action consistent with Christian principles; by discussing such political issues in home, school, and church; and by active involvement in the political process.

(Acts of Synod 1978, pp. 81-82)

Nearly forty years have now passed. During these forty years, the CRC has faithfully followed this synodical direction—learning, taking action, meeting failure, and celebrating success.

Along the way, we've learned from multiple studies and recommendations about the root causes of global hunger and poverty—the War and Peace report of 2006, the Migration of Workers report of 2010, and the strong recommendations contained in the 2012 report from the Task Force on Creation Stewardship.

Today, in the context of an increasingly dangerous, suffering, and divided world, we believe it is a good time for the CRCNA to remember and reinvigorate its historical and passionate commitment to understanding and working to end hunger, endemic poverty, and oppression in God's world.

III. What have been the results?

Synod's 1978 actions arose in response to the appalling famines of the early 1970s in northeastern Africa and Bangladesh that starved 2.5 to 3 million people. In addition to two excellent study reports, the CRC responded with a concerted and unified antihunger ministry. This involved a special World Hunger fund and the decision to do joint work—particularly in Sierra Leone - by both CRC World Missions and World Renew to combat global poverty and hunger in the name of Christ.

Our holistic ministry encompassing disaster response, community development, and justice work grew in the 1990s and throughout the first decade of the 21st century. In the process, it became clear that progress could be—and was being—made. Our efforts, combined with the work of many others and coordinated with political and global will, brought about change. Hunger and previously intractable poverty problems were being overcome. Consider these facts:

- The number of people living in extreme poverty has fallen from 1.9 billion in 1990 to 836 million in 2015.
- The proportion of undernourished people in the developing regions has fallen from 23.3 per cent in 1990 to 12.9 per cent in 2014.
- The primary school enrollment rate in developing regions reached 91 per cent in 2015, up from 83 per cent in 2000.
- Between 1990 and 2015, 2.6 billion people gained access to improved drinking water.
- Since 1990, the global maternal mortality ratio has been cut nearly in half.

These are things to celebrate. As David Beckman, Director of Bread for the World, often says: “We have made substantial progress against hunger and poverty. . . . So we know it is possible to further reduce and perhaps virtually end hunger in our lifetimes.”

IV. Why do we need further action?

Today the situation of those living on the edge—both abroad and in our own countries—is deteriorating. These global situations not only affect the men, women, and children who are experiencing them but they threaten to deepen injustice and global instability. For example, consider the following:

- We face major conflicts in countries such as Syria, Iraq, Somalia, and the Sudan.
- High levels of sectarian, ethnic, and religious violence and divisions are tearing apart countries such as Nigeria, Chad, the Democratic Republic of the Congo, Turkey, Libya, Palestine, and Israel.
- Drought and extreme heat—at least partially due to a changing climate—is spreading across an arc from Yemen to northern Nigeria, bringing with it hunger and famine.

All of this is driving economic and agricultural disintegration in many places. This in turn fuels conflict, massive human migration, and trafficking in the Global South. In more developed countries, the sudden flood of refugees and migrants is causing increased political instability.

Today there are over 65 million displaced persons in our world, over half of whom are children. That is more than at any time since World War II. The death rate is high. In 2016 over 360,000 migrants and refugees (mostly Africans) risked dangerous voyages from Libya to Italy. Over 5,000 died. At the same time, the African famine, developing as a result of drought, heat, and war, threatens 20 million Africans.

Even in North America we face deteriorating social conditions. While the rest of the world sees major decreases in maternal and infant mortality, the United States is seeing alarming *increases*. Maternal mortality is up by 22 percent since 2003¹ while infant mortality is now higher than in 27 other high income countries. In Canada, a nation blessed with abundant fresh water, there are 81 Indigenous communities with drinking water advisories ‘south of the 60th parallel’ (as of Feb. 2017; canada.ca/en/health-canada/topics/health-environment/water-quality-health/drinking-water/advisories-first-nations-south-60.html).

All this is happening at a time when the developed world seems afraid, confused, and unwilling to engage the root causes of such suffering. The United States, for example, is considering a budget that would substantially *cut* poverty-focused foreign assistance as well as domestic nutrition programs. It would eliminate nearly all spending on climate change adaptation and mitigation—as well as climate research. In Canada, federal government promises for new leadership and investment in life-sustaining development assistance are not being fulfilled.

All of this threatens the progress of the good work begun forty years ago.

¹ According to data released from the Institute for Health Metrics and Evaluation (healthdata.org/), there are 28 maternal deaths for every 100,000 births in the U.S. This represents a drastic 22 percent increase, up from 23 deaths in 2003. Since 1990, the maternal death rate in the U.S. has more than doubled.

V. What can we do?

Thankfully, the CRC's core identity is in Christ and not in any particular political movement, philosophy, or party. As an intentionally binational denomination, we transcend narrow nationalism. We consider issues from both Canadian and U.S. perspectives. This often results in broader, less nationalistic discernment. Binationality also allows our congregations and members to learn from each other and to view actions and ministries in the light of cross-border observation and dialogue.

VI. Recommendations

In the face of the world's current need, we ask that the BOT consider the following recommendations:

A. To recommend that Synod 2017

1. Urge CRC members, congregations, and agencies to remember and renew our passion to serve God by serving the poor and oppressed in ministries of relief, development, proclamation, and advocacy for justice.
2. Reaffirm and recommend to members, churches, and denominational agencies, and educational institutions the conclusions and recommendations contained in our 1978 and 1979 reports on hunger, as well as in the 1993 report "Freedom to Serve: Meeting the Needs of the World."
3. Reaffirm and recommend to members, churches, and denominational agencies, and educational institutions the conclusions and recommendations pertaining to root causes of suffering and oppression contained in the 2006 War and Peace report, the 2010 Migration of Workers report, and the 2012 report of the Task Force on Creation Stewardship.
4. Endorse and support a renewed and revised multiple agency, collaborative program that would build on our existing ministry capacities to exercise the following within a healthy biblical Reformed worldview:
 - a. Increase our efforts to educate CRC members, congregations, agencies, and educational institutions on how best to serve people who are poor and hungry.
 - b. Continue and increase our effective relief, development, and justice ministries with people who are suffering from drought, famine, war, climate change, trafficking, and persecution.
 - c. Increase our understanding of the root and systemic causes of hunger, poverty, oppression, and injustice.
 - d. Improve and broaden our ability to be active and engaged Christian citizens, standing with and advocating for the rights and welfare of those whom the world would disdain and discard.
 - e. Increase the financial support for World Renew's yearly World Hunger Sunday as well as collaborative peace, justice, and reconciliation education and mobilization efforts of the Office of Social Justice, Canadian Ministries, Worship Ministries, Faith Formation, and other Justice, Inclusion, Mercy, and Advocacy (JIMA) ministries.

B. (1) Take note that the above proposal arises in response to a decision of Synod 2016 (*Acts of Synod 2016*, p. 829) instructing “the executive director to encourage the Justice, Inclusion, Mercy, and Advocacy (JIMA) collaboration group to continue to prioritize goals and assign resources for all of our justice and mercy denominational issues,” and (2) instruct the executive director to pursue other possible priorities as well as to plan and implement the program described in recommendation A, 4, above and report the results to synod annually through 2020.

Grounds:

1. This proposal offers a timely and urgent response to the increase in suffering we see in a world where the recent progress made in alleviating poverty, hunger, and oppression at home and abroad is threatened by expanding violence, changing climate, and mass migrations.
2. This proposal recognizes the effective poverty response, educational, and advocacy resources our denomination has already developed and encourages CRC members to utilize those ministries and resources (e.g., World Hunger Campaign, *Live Justly*, Good Soil, Churches Between Borders, Dance of Racial Reconciliation, Journey with Me, Blanket Exercise, Social Justice Mobilizers in Canada and the United States).
3. This proposal strongly reaffirms the findings of previous study committees and ministries that demonstrate that an effective antihunger and antipoverty response must be holistic. To be effective, we must weave together direct ministry action, education on root causes, and advocacy. (This could include, for example, development and agricultural programs; immigration reform; combating racism and discrimination; responding to the calls to action of the Truth and Reconciliation Commission of Canada; creation care, including adaptation and mitigation of climate change; and refugee resettlement.)
4. This proposal reaffirms that an effective response to poverty and hunger must include holding our governments and international bodies accountable so that they devote sufficient resources to ending violence, preventing famine, trading fairly, reducing the causes of climate change, improving refugee and immigration policy, and paying attention to racism and discrimination endemic to our societies.
5. This proposal has strong continuity with previous synodical actions on hunger, poverty, and their root causes, including the World Hunger recommendations passed by synod in 1978 and 1979, the Freedom to Serve recommendations of 1993, endorsement of the Micah Challenge in 2004, the Migration of Workers report of 2010, and the Creation Stewardship climate recommendations in 2012.²
6. This proposal responds to synod’s instruction (*Acts of Synod 2016*, p. 829) by providing significant and integrative prioritization, relying on synodical decisions of the past to chart a direction for current challenges, and to do so in a collaborative, multiple agency/ministry approach utilizing existing resources as much as possible.
7. This proposal is in sync with a recent request from Christian Churches Together (CCT) to call our churches to prayer for the U.S. Congress as it considers budget cuts to major antipoverty programs. In addition, it supports ongoing advocacy by coalitions of which we are a part: Bread for the World, Circle of Protection, Micah Challenge/Network, Alliance to End Hunger, and others.
8. This proposal implements and significantly prioritizes several ministry plan goals from *Our Journey 2020*, particularly in the area of Mercy and Justice:

² For a more comprehensive treatment of synodical actions, see Addendum.

*Step 4.4.1 Congregations identify and set goals to address local/national/global **justice** issues—discerning unique steps they can take to make an impact from their own communities.*

*4.4.4 Congregations engage in active citizenship and **advocacy** that encourages them and their leaders to be accountable for developing and implementing just policies.*

Note: The above report and recommendations were prepared by a collaboration team of senior executive leadership, and staff from the offices of the Centre for Public Dialogue, Social Justice and Hunger Action, and World Renew, and presented to the Board of Trustees of the CRCNA in May 2017 for action and recommendation to Synod 2017.

Addendum

Below is a selection of relevant synodical actions on world hunger, poverty, and oppression as well as migration and climate change—two major drivers of hunger and violence in our world.

1. 1978-79—Task Force on World Hunger Reports

The original World Hunger Task Force reports were received by Synods 1978 and 1979. Following is an abbreviated version of Synod 1978's actions. The full reports can be found in the *Acts of Synod 1978* and *Acts of Synod 1979*. Two publications resulted from these reports: *And He Had Compassion on Them* and *For My Neighbor's Good*.

ARTICLE 73

Task Force on World Hunger

B. Observations:

This extensive study on world hunger by the task force appointed in 1976 confronts synod and the church with crucial decisions about our answer to the hunger of millions of fellow-citizens in our world.

The report faces us with the agony of hunger and starvation and with some of the complex causes of world hunger. Out of the biblical perspective that man is God's steward who is to care for the earth and its creatures, it calls on us to change our way of living and to do what we can do about world hunger.

It recommends a comprehensive plan, not only to feed the hungry, but to help them to feed themselves.

Basic to the answers that the task force recommends—and not to be missed in all the detail and complexity—is the conviction that the CRC must respond to world hunger with a word and deed ministry to the total man. Members of the task force have been helpful to the committee in coming to understand the report. At first we just saw a lot of words, charts, and pages. We differed on how to handle all this material. But gradually we caught the vision of our church getting it all together to minister to the agony of world hunger. We ended our long sessions on Report 37 with a fervent prayer of thanksgiving and joyful singing of the doxology. We trust that synod and the church will also catch the spirit of this report and prayerfully take on the responsibility God has given us.

C. *Recommendations:*

2. That synod accept the report on world hunger as an initial fulfillment of the mandate given to the Task Force on World Hunger.

Ground: This report discusses the areas assigned in the mandate.

—*Adopted*

4. Declaration on World Hunger:

That synod adopt the following declaration as its foundational response to the issue of world hunger:

Recognizing God as the Creator of all things, and man as his steward;

Confessing that God breaks into the lives of his people with his Word and Spirit, training them in patterns of love and justice;

Finding in God's Word his liberality for men and the whole creation, and protective laws for the defenseless and underprivileged;

Remembering the grace of the Lord Jesus Christ, who entered poverty so that others might become rich; and

Listening to God's call to his people to disciple all nations and to practice love and justice in the earth;

the synod of the Christian Reformed Church acknowledges that the alleviation of hunger at home and abroad is an integral part of our Christian responsibility,

and asks that all members of the Christian Reformed Church devote themselves to gratitude, compassion, repentance, and justice as they respond to world hunger with a ministry of word and deed.

—*Adopted*

INDIVIDUAL ACTION

5. That synod call upon the people of the Christian Reformed Church to respond to the hunger faced by so many persons in this world. This call specifically lays upon the members of our churches the direct responsibility to develop significant individual responses by means of meaningful modifications of lifestyle, such as avoiding waste and excessive consumption, wisely using our natural resources, and fasting; contributing the money thus saved to hunger alleviation programs; and joining in congregational programs designed to alleviate hunger.

Grounds:

- a. Scripture repeatedly calls upon God's people to exercise responsible stewardship and self-denial.
- b. Our Christian responsibility dictates that our responses be channeled effectively.

—*Adopted*

6. That synod encourage the members of our church to study this report on world hunger and the materials listed in Appendix C so that they may develop a better understanding of the many facets of the world hunger problem.

Grounds:

- a. Education is a necessary component of any action program.
- b. These publications present a realistic analysis of the world hunger problem; many of them exhibit a biblical perspective as well.

—Adopted

- 7. That synod call upon the members of the church to seek to do justice in their chosen vocations in an attempt to alleviate the structural or systemic injustice evident in today's world, and that synod call upon members of our churches to consider joining local or national organizations designed to have a Christian impact on society as a whole

Grounds:

- a. Scripture demands we display our faith in all areas, including our vocation.
- b. Organizations permit us jointly to accomplish much more than we can do individually. By way of example only, we mention the Christian Farmers Federations of Alberta, Ontario, and Iowa; and the Christian Labor Associations of Canada and the United States; there are other similar organizations.

*—Adopted***CONGREGATIONAL ACTION**

- 8. That synod designate the first Sunday of each November to be a denominational day of prayer and fasting in order to reflect on the awesome responsibility that believers in North America have in the face of the spiritual and physical starvation across the world.

Grounds:

- a. Such unified action will result in an increased awareness of worldwide spiritual and physical starvation.
- b. This symbolic action will demonstrate and signify our concern for the world's hungry and our commitment to assist them.
- c. This date, situated between the Canadian and American Thanksgiving days, is an appropriate time to remember the world's hungry in the midst of our plenty.

—Adopted

- 9. That synod urge all churches to encourage and challenge their members to use their dual citizenship in the kingdom of God and their country by being a citizen advocate on behalf of the hungry and starving world; by contacting their representatives in government on key issues surrounding this problem, urging action consistent with Christian principles; by discussing such political issues in home, school, and church; and by active involvement in the political process.

Grounds:

- a. The Scriptures clearly require us to be concerned about our civil government and to seek to influence it appropriately. Because the hunger problem depends so strongly upon governmental policy decisions, it is appropriate for individual Christians to seek to influence these policies.
- b. In some cases an individual can achieve greater results by influencing public policy than by any other single contribution he can make.
- c. Membership in the Committee for Justice and Liberty, the Associations for Public Justice, or Bread for the World can be an extremely effective way for citizens to

be informed about and influence governmental policies and pending legislation concerning justice and world hunger.

—*Adopted*

10. That synod affirm that in today's shrinking world the nature of the deacons' responsibilities is international in scope, and that offerings for world benevolence are as necessary as offerings for local benevolence.

Grounds:

- a. As the world has become one small, international community, and as the benevolent needs of our local churches have been taken over more and more by our government, our deacons' responsibilities have broadened to the national and international needs evident today.
- b. The diaconate is an effective means the church may use to alleviate hunger abroad.

—*Adopted*

DENOMINATIONAL ACTION

11. That synod authorize the CRWRC with the help of the Task Force on World Hunger to collect, prepare, and distribute to the ministers of our church appropriate information regarding world hunger.

Grounds:

- a. The pulpit must be a prophetic witness to our Christian responsibilities in alleviating hunger.
- b. If the pulpit is to be a prophetic voice in dealing with the hunger problem, it is necessary for the ministers of our churches to be knowledgeable about the problem. The distribution of appropriate materials to our ministers will assist them in preparing their messages.

—*Adopted*

12. That synod instruct the CRWRC, with the assistance of other denominational agencies, along with local deacons and diaconal conferences, to sponsor conferences and workshops on world hunger throughout the denomination.

Grounds:

- a. A concerted response to the world hunger problem demands that our leaders be informed in detail about the problem and then use their position or the pulpit to acquaint our people with the many dimensions of the problem.
- b. Direct contact with knowledgeable speakers is needed to improve the level of awareness of our people regarding the hunger problem.
- c. Group interactions at such conferences will help to develop a comprehensive understanding of an attack on the hunger problem.

—*Adopted*

13. a. That synod authorize the development of a detailed action plan to respond effectively to world hunger with a ministry of word and deed.

—*Adopted*

- b. That this plan shall be developed by the Executive Director of CRWRC and the Executive Secretary of CRWM. —Adopted
- c. That the plan shall include the following components:
 - 1) Establishment of a special Hunger Fund, to be lodged with CRWRC but distinct from its regular operational budget. This hunger fund shall be used to finance the word/deed ministry outlined in the action program.
 - 2) Encouragement of changes in lifestyle and use of the resulting savings for hunger alleviation.
 - 3) Selection of a hungry country as the initial target for an intensive, long-range ministry to the whole person, with several alternate countries indicated. Congregations and classes will be encouraged to adopt sections of the target country.
 - 4) The training and deployment of a corps of deacons and volunteers as "hunger coordinators" at the congregational and classical levels.
 - 5) An appeal to the members of our church to devote at least one percent of their income to alleviation of hunger, without a decrease in their contribution to other work of the kingdom.

—Adopted
(Acts of Synod 1978, pp. 79-84)

2. **1993—"Freedom to Serve: Meeting the Needs of the World" report**

"Freedom to Serve: Meeting the Needs of the World," the report of the 1993 Task Force on World Hunger, provided a ringing call to renew the CRCNA's commitment to minister to people trapped in hunger and poverty—including education and advocacy concerning the causes behind global poverty. It began with a vision and prayer for renewal (below) and ended with many recommendations to individuals, congregations, institutions/agencies, and denominations. The full report can be found in the *Agenda for Synod 1993* (pp. 138-55).

It is our vision and our prayer that
*God's Spirit will revive the church,
 inspiring each member and every ministry
 to serve with compassion that is passionate
 faithfully studying God's Word,
 following his will,
 spreading his love,
 and ceaselessly seeking to meet the needs of the world.*

*God's grace will renew his children,
 liberating each member and every ministry
 to love our neighbors as ourselves—
 using God's good gifts in stewardly ways,
 living lives that reflect his love,
 respecting each neighbor as imagebearer,
 and ardently acting to meet the needs of the world.*

*God's love will bring about reunion,
 joining each member and every ministry
 to work together as brother and sister—
 learning about hunger and poverty,
 locating sources and solutions,
 searching ourselves for sin,
 and selflessly sharing to meet the needs of the world.*

Synod 1993 strongly endorsed the report and its recommendations. Following are the relevant actions from the *Acts of Synod 1993* (pp. 540-41):

ARTICLE 69

2. That synod endorse and commend to the churches the theme **FREEDOM TO SERVE: Meeting the Needs of the World** and the vision described in this report as a basis for denomination-wide ministry at home and abroad.
—Adopted

5. That synod commend and affirm the decision of the denominational agencies to join in achieving this vision.
—Adopted

6. That synod instruct each denominational agency to include in its long-range strategy an action plan for achieving its part of this vision and request each agency to consider the suggestions relevant to its ministry found in the sections of this report.
—Adopted

7. That synod instruct CRWRC and CRC Publications to ensure that a wide range of educational materials on hunger and poverty becomes available to the churches, including biblical studies, analyses of the causes of and solutions to poverty, and ministry-action guides.
—Adopted

8. That synod instruct the Synodical Interim Committee, through the services of the Ministries Coordinating Council, to provide active leadership, to practice frequent mutual accountability in implementing this vision by denominational agencies, and to assist denominationally related institutions and organizations such as the various colleges and advocacy organizations to this end.
—Adopted

9. That synod instruct the Synodical Interim Committee, through the services of the Ministries Coordinating Council, to engage a full-time person to coordinate the implementation of the vision described in this report.
—Adopted

10. That synod, beginning in 1993, designate the time between the Canadian and U.S. Thanksgiving Days as a time for the churches to focus on the "Freedom to Serve" theme, in celebration of Christ's compassion and love and our freedom and responsibility to reflect his justice and mercy in this world. Activities could include one or more special worship services and liturgies, focused prayers and offerings, *Banner* features, church-school

studies, *The Back to God Hour* broadcasts, college and seminary lectures, other mission emphases, etc.

—*Adopted*

3. **2004—Micah Challenge and Call**

The Micah Challenge was an evangelical, global campaign to hold governments accountable for halving global hunger and poverty rates by achieving the Millennium

Development Goals set at the United Nations Millennium Development Summit in 2000. The following was proposed by CRWRC (now World Renew) and endorsed by Synod 2004:

“That synod endorse the Micah Call and encourage strong CRC participation in the Micah Challenge” (*Acts of Synod 2004*, p. 555).

The Micah Call, endorsed by synod, follows:

The Micah Call

This is a moment in history of unique potential,
when the stated intentions of world leaders
echo something of the mind of the biblical prophets
and the teachings of Jesus concerning the poor,
and when we have the means
to dramatically reduce poverty.

We commit ourselves, as followers of Jesus,
to work together
for the holistic transformation of our communities,
to pursue justice, be passionate about mercy
and to walk humbly with God.

We call on international and national decision-makers
of both rich and poor nations
to fulfil their public promise
to achieve the Millennium Development Goals
and so halve absolute global poverty by 2015.

We call on Christians everywhere to be agents of hope
for and with the poor,
and to work with others
to hold our national and global leaders accountable
in securing a more just and merciful world.

(*Acts of Synod 2004*, p. 490)

4. **2010—Report on the Migration of Workers**

In 2010 synod reviewed a report on the migration of workers and adopted several recommendations as a response. Synod called CRC churches to actively educate their congregations about immigration, to adopt a compassionate stance toward the marginalized,

and to advocate for immigration reform in the political arena. The complete report can be found in the *Agenda for Synod 2010* (pp. 535-85). Below is a summary of the decisions of Synod 2010 regarding the report:

ARTICLE 56

Committee to Study the Migration of Workers

Biblical Affirmations

2. That synod declare that the biblical teachings and principles from both the Old and New Testaments as summarized in this report properly inform and guide the church's ministry to both status or non-status immigrant people, and that they affirm the following:
 - a. All people are created in the image of God and are to be treated as such regardless of circumstances under which the church encounters individuals or of a given person's ethnicity, background, or legal status.
 - b. God's Word consistently directs the people of God to be welcoming toward the strangers in their midst and to extend special care to those most vulnerable to social or economic conditions that threaten their ability to survive.
 - c. The church of Jesus Christ welcomes all who profess faith in him as their Lord and Savior and who desire to live for him. God has no favorites—true faith in Jesus Christ is the only condition of membership in the church.
 - d. God's Word calls upon believers to respect the governing authorities and the laws of the state. However, citizenship in the kingdom of God obligates believers to the highest law of love for God and neighbor above all, and the exercise of this love should lead believers to advocate for laws that will mandate the just and humane treatment of immigrant peoples.

—Adopted

Education and Awareness

3. That synod instruct the Board of Trustees to encourage the Office of Race Relations to engage in, as a priority, a campaign to educate and raise cross-cultural sensitivity across our denomination and provide tools and resources to denominational agencies, classes, and local churches to deal with cross-cultural conflict that may arise from time to time.

—Adopted
4. That synod instruct the Board of Trustees to encourage the CRC's relevant agencies to propose ways and to develop resources that will help in educating the churches and Christian schools by engaging in thoughtful study and discussion of the economic, political, social, and spiritual issues involved in the church's view of, and ministry with, immigrant people.

—Adopted
5. That synod encourage local churches to educate their membership about the socioeconomic, political, and security issues facing immigrants and newcomers, and equip them to respond in love and concern to the people groups that God is bringing into our nations.

Ground: The economic realities surrounding immigration and the presence of millions of documented and undocumented immigrants in the United States and Canada have created ongoing circumstances that already exist in many communities in which the church seeks to do ministry. This fact compels church members to educate themselves on the relevant issues already being faced by their various communities.

—*Adopted*

Ministry of Mercy and Compassion

6. That synod urge the Christian Reformed Church, through its assemblies and agencies, to affirm the need to reach out in hospitality and compassion to immigrant people, and that synod further encourage churches to display this ministry concern through actions that include but are not limited to the following:
 - a. Prayerful study and discussion of issues related to the causes that motivate people to immigrate to other lands so as to deepen understanding of the circumstances under which many people live.
 - b. Mindful attention to the plight of both documented workers and people without status and to reach out in love to those who seek assistance for themselves and for their children in terms of financial assistance, food, clothing, and shelter.

Ground: Scripture calls us to be mindful of the plight of aliens and strangers, offering compassion and love in Christ's name to those who find themselves marginalized and in need.

—*Adopted*

Advocacy and Justice

7. That synod instruct the Board of Trustees to encourage the Office of Social Justice and Hunger Action, and the Canadian Committee for Contact with the Government, in collaboration with their denominational and non-denominational partners, to engage in, as a priority, policy development and advocacy strategies that will lead to immigration reform and the enactment of fair, just, and equitable laws regarding those without status in Canada and the United States.
8. That synod encourage congregations and their individual members to speak out against, and seek to reform, laws and practices concerning the treatment of immigrants that appear to be unduly harsh or unjust.
9. That synod be mindful of the need for governments to create and enforce laws that protect the security and integrity of a given nation's borders, while encouraging congregations and church members to advocate for comprehensive immigration reform in ways that will reduce the number of people without status and/or non-status workers, and provide increased opportunities for immigrants to gain legal status within the nation.

—*Adopted*

—*Adopted*

—*Adopted*

10. That synod encourage congregations to advocate for a more just and dignified process on behalf of those suffering arrest and incarceration on account of their lack of status, and also to advocate for more humane treatment of those who are unfortunate enough to face a long imprisonment.

Ground: The governments of both the United States and Canada have been struggling with comprehensive immigration reform for years, recognizing that current policies are insufficient to deal with contemporary aspects of immigration. The CRC can be of service to these governments by speaking up for the just treatment of all people as part of the larger process to reform current laws and policies.

—Adopted

Process

11. That synod recommend this report of the Committee to Study the Migration of Workers to the churches for study and discussion regarding issues surrounding the immigration of workers.

—Adopted

(*Acts of Synod 2010*, pp. 875-78)

5. **2012—Creation Stewardship Task Force Report**

Synod 2012 called on the Christian Reformed Church and its officebearers and members to do all they can to take better care of God's creation. Synod said churches and members should learn all that they can and then to do all that they can to address ecological problems, including climate change and the growing scarcity of energy resources. The complete report can be found in the *Agenda for Synod 2012* (pp. 287-411). Following is a summary of the recommendations approved by synod.

ARTICLE 71

Creation Stewardship Task Force

Reaffirmations

1. That synod re-affirm biblical principles of responsible dominion, care, and stewardship of creation as articulated in *Our World Belongs to God: A Contemporary Testimony* and referenced in section IV, A of the Creation Stewardship Task Force report (*Agenda for Synod 2012*, pp. 295-301; *Contemporary Testimony*, par. 7-10, 13, 15, 18, 23-25, 43, 44, 50, 51, 55-58; see also par. 16).

—Adopted

2. That synod reaffirm that continually emerging science is a valid and necessary means for knowledge about God's world and should therefore guide us in our love of God and neighbors, including care for the creation (see par. 50 of the *Contemporary Testimony*).

—Adopted

Statements

3. That synod recognize that

- a. It is the current near-consensus of the international scientific community that climate change is occurring and is very likely due to human activity.

—Adopted

- b. Human-induced climate change is an ethical, social justice, and religious issue.

Grounds:

- 1) Such climate change poses a significant threat to future generations, the poor, and the vulnerable.
- 2) Such climate change poses a significant challenge to us all.
- 3) We are called to “commit ourselves to honor all God’s creatures and to protect them from abuse and extinction, for our world belongs to God” (Contemporary Testimony, par. 51).

—Adopted

- c. Therefore, even when scientific uncertainties are taken into account, the precautionary principle (e.g., Overture 60, *Agenda for Synod 2012*, p. 594) compels us to take private and public actions to address climate change.

—Adopted

ARTICLE 74

Creation Stewardship Task Force

Call to Action

1. That synod call upon the churches, members, and denominational bodies to be voices for justice and public examples in the effort to live sustainably within our God-given resources, to promote stewardship in our own communities and our nations, and to seek justice for the poor and vulnerable among us and for future generations.

—Adopted

2. That synod call upon the churches and their members to reduce individual and collective carbon emissions to the atmosphere. We should examine energy choices in our homes, lives, businesses, farms, and institutions from a perspective of stewardship, challenging ourselves to use less energy and to use it more wisely.

—Adopted

3. That synod call upon the churches and their members to consider and advocate for public strategies that reduce carbon emissions and move us toward very low or zero net emissions.

—Adopted

4. That synod call upon the churches, their members, and appropriate denominational agencies and institutions to respond with generosity and compassion to people and places negatively affected by climate change, as well as to make efforts to mitigate it. This includes advocating with our governments to take the necessary actions in an effective

global framework to assist populations that are bearing the brunt of the negative effects of climate change while being the least able to cope.

—Adopted

5. That synod direct the BOT to ensure that educational resources and programs are identified and made widely available to congregations, schools, and other groups in order to promote participation in the urgent global conversation concerning care for the creation.

—Adopted

6. That synod request the BOT to review the operational practices of major CRC agencies and institutions in the light of this report's conclusion concerning the need to exercise robust leadership in caring for the creation and addressing a changing climate, including the need to reduce our denominational carbon emissions.

—Adopted

(Acts of Synod 2012, pp. 802-805)

Appendix R

Vision, Mission Statement, and Mandate for Worship Ministries

VISION

Worship Ministries desires that every worshiping community in the Christian Reformed Church in North America experience Spirit-filled gospel proclamation and worship that is directed to God, is biblically based and theologically Reformed, and is characterized by creativity, discernment, spiritual vitality, the faith formation of all worshipers, and a call to serve others.

MISSION STATEMENT

Enriched by a great diversity of communities, ethnicities, generations, styles, and gifts, Worship Ministries supports and strengthens biblically grounded and theologically Reformed worship in the Christian Reformed Church in North America.

MANDATE

Worship Ministries accomplishes its mission for supporting and strengthening local worshiping communities in the Christian Reformed Church in North America by

Networking

- to seek ways for those who plan and lead worship in the CRCNA to meet for mutual encouragement and opportunities to share with, learn from, and listen to each other.
- to leverage worship opportunities and learning by connecting with and supporting worship-related efforts of other CRCNA ministries and agencies, particularly Faith Formation Ministries, and of other worship organizations, like the Calvin Institute of Christian Worship, Calvin Theological Seminary, and the Center for Excellence in Preaching.
- to foster ecumenical relationships that strengthen the CRCNA's understanding and practice of worship.

Equipping

local worshiping communities . . .

- to reflect deeply about their worship, using multiple resources including our creeds, confessions, contemporary testimonies, liturgical forms, and relevant synodical documents.
- to embrace their specific contexts and calls to ministry by reflecting their uniqueness in their worship and to enrich their worship by engaging with and learning from other churches both within and outside of the CRCNA.
- to join their worship with the church of all ages and around the world as an expression of our unity in Jesus Christ.
- to preach the Word of God faithfully, effectively, and contextually, and to respond as we are called.
- to share in the sacraments, teaching their full meaning and significance.
- to form all worshipers, including children and youth, into full, active, and conscious worship participants.
- to develop the gifts of all, including children and youth, and to incorporate those gifts into the worship life of the community (technology, hospitality, visual arts, speaking, planning, signing, carpentry, etc.).
- to mentor worship leaders from within the congregation, including children and youth.

- to include people of all socioeconomic, racial, ethnic, and cultural backgrounds, and without favoritism regarding gender, age, or abilities.
- to use and lead the Young Children and Worship program.
- to share their rich resources with each other, to utilize existing resources, and to aid in the creation of new resources that meet specific needs, through the publication of the quarterly journal *Reformed Worship*, the use of social media, and the CRCNA Network.

VALUES

Worship Ministries desires to create a space where we can listen to and learn from each other, form networks for peer learning, and develop resources to nurture faithful, effective, and contextual gospel proclamation and worship by valuing the following:

1. Humility and charity: The fundamental posture of this ministry is to learn and share local wisdom across communities, ethnicities, and generations.
2. Prioritizing people: Interpersonal learning across church types meets a deep need in this information-focused age and capitalizes on the strengths of a denomination.
3. Unity in diversity: Encourage more learning across ethnic, cultural, geographic, and church types, asking how common theological commitments are reflected in diverse local contexts.
4. Leveraging existing strengths and resources.
5. Avoiding programmatic silos: Develop weblike, open networks and resist the separation of worship and proclamation from other streams and initiatives.
6. Avoiding duplication: Focus on topics that a denomination is well positioned to address, and create awareness and access to other key resources.
7. Team identity: When people think of CRCNA work on worship and proclamation, we desire that they would think not merely of an “office” or “person” but of a team that includes people from multiple regions, ethnicities, congregations, and agencies. A primary function for Worship Ministries should be to gather, nurture, and sustain a realistic and effectively networked team.

Appendix S

The Middle East: Identifying CRC Priorities and Strategies

(Endorsed by the Ministries Leadership Council and the Ecumenical and Interfaith Relations Committee in April 2017)

Background

In 2006 the CRC synod received a report from the Committee to Study War and Peace that highlighted the role of Christians and the church as “bearers of shalom.” In acting on the recommendations of that report, synod instructed denominational agencies and staff to develop more resources and act to raise CRC awareness of our peace-building calling. This included educating ourselves, doing programs that build peace and justice, and engaging in public witness for peace and justice.

A number of efforts ensued, including a CRC study visit to Palestine and Israel in 2007 and development of a two-year partnership agreement (2009-2011) with the Reformed Church in America (RCA) focused on Palestine-Israel education and advocacy. At that same time, we joined *Churches for Middle East Peace* (CMEP), a coalition of 27 church denominations and organizations in Roman Catholic, Orthodox, and Protestant traditions. CMEP’s work is based on the understanding that sound, holistic policy is crucial to achieving and maintaining just and stable relationships in the Middle East. CMEP supports a comprehensive solution that will bring peace and justice to the region, including a negotiated peace agreement establishing security for the state of Israel, securing a viable Palestinian state, and reaching agreement on Jerusalem that allows the city to be shared by Israelis and Palestinians, and to be open to Jews, Christians, and Muslims.

In addition, Hope Equals was a program established by Christian Reformed World Missions in 2009 with the purpose of empowering young adults to advocate for peace in the Middle East. The primary method for accomplishing this to host annual trips to Israel/Palestine. Hope Equals formally ended in 2014, but the training on Christian Zionism that was developed continues to be offered by the Office of Social Justice.

Then, in 2016, the CRC synod received a report from the Committee to Study Religious Persecution and Liberty. Two adopted recommendations, in particular, are relevant: “that synod instruct the EIRC and direct the BOT to instruct World Renew and the Centre for Public Dialogue to consider their work with interfaith and refugee groups and to strategize ways in which to communicate about the injustice of persecution with the rest of the denomination” and “that synod direct the BOT to ask the Office of Social Justice (OSJ) to ensure the collection and distribution of up-to-date information about religious persecution and liberty to CRC congregations and to those who join the OSJ network.”

A backdrop to these synodical actions of 2006 and 2016 is the Ecumenical Charter of the CRC, which encourages greater visible unity among Christian churches, suggesting such avenues and forms such as mutual understanding, cooperation in ministry through partnership agreements, collaboration in ethical-social testimony, and the like. Then, in 2010, synod clarified the interfaith aspects of our work, noting that while there are some surface similarities between ecumenical relations and interfaith dialogue, these different activities must be clearly distinguished. Ecumenical relations are encouraged and/or maintained with communions (Christian churches and ecumenical organizations) that are part of the global Christian community. Interfaith dialogue is an activity in which people from other faiths come together to understand each other better and, where possible, to stand together on selected issues that address the “common good.”

Finally, two additional touchpoints are important. First, the resolution reached in a joint session of the RCA's General Synod and the CRC's Synod 2014 in Pella, Iowa, (sometimes referred to as the Pella Accord) declares that "the principle that guides us, and the intention that motivates us, is to 'act together in all matters except those in which deep differences of conviction compel [us] to act separately.'" Given past cooperation with the RCA, whose involvement in the Middle East spans decades, this principle guides our strategizing now and in the future. Second, *Our Journey 2020*, the Ministry Plan of the CRC, includes these two important steps focusing on congregations: "Congregations partner in their mercy/outreach/missions efforts to ensure they are doing 'ministry with' those who are marginalized" (Step 4.4.3), and "Congregations engage in active citizenship and advocacy that encourages them and their leaders to be accountable for developing and implementing just policies" (Step 4.4.4).

Next Steps

Given the aforementioned foundations, it is imperative that we identify our priorities and develop accompanying interagency/ministry strategies to respond faithfully to synodical instruction, the ecumenical charter, and shared principles as well as the goals of *Our Journey 2020* in financially responsible and sustainable ways.

Therefore we seek endorsement of an ad hoc team with a composition as described below to pursue this mandate:

To identify the priorities and strategies appropriate for CRC ministries and agencies needed to realize synodically approved goals in the areas of peacemaking, religious persecution, and interfaith activities that focus on the Middle East (Palestine and Israel, in particular) and benefit congregations per our Ministry Plan.

We suggest this composition for the ad hoc team (names are given for purposes of illustration at this point):

Calvin Theological Seminary	Sarah Schreiber
Back to God Ministries International	To be determined
Centre for Public Dialogue	Mike Hogeterp
Ecumenical and Interfaith Relations	Anthony Elenbaas
Educational Care	Gary Bekker
New Mission Agency	Joel Huyser, Steve Kabetu, and/or Greg Sinclair
World Renew	To be determined
Office of Social Justice	Shannon Jammal-Hollemans (with Peter Vander Meulen until retirement)

In considering priorities and strategies, at least three areas of inquiry and review are suggested:

First, possible purposes and focuses should be considered; the following grid may be helpful:

	Ecumenical relations with Christians in the Middle East (ME)	Interfaith dialogue with people of other faiths in the ME	Plight of refugees in the ME and causes of displacement	Causes and effects of religious persecution in the ME
Awareness Building				
Direct Partnership				
Advocacy				

Second, our participation in CMEP has continued, but we could take greater advantage of linking with their efforts in awareness building, partnership, and advocacy.

Third, our RCA brothers and sisters have been engaged in the Middle East for more than 100 years. This history of involvement gives them much greater facility in awareness building, partnership, and advocacy. In the spirit of the 2014 joint resolution reached in Pella, Iowa (the Pella Accord), we should together find ways to link to their efforts, learn from their experiences, and possibly step forward with them in new strategic initiatives and efforts.

Appendix T

Summary of Denominational Investments and Compliance with Investment Policy

Synod 1998 approved a number of measures dealing with investment guidelines and disclosures. Two of these appear on page 440 of the *Acts of Synod 1998* as follows:

That the BOT annually provide synod and classical treasurers with a summary of all investments owned by the agencies and institutions of the CRCNA. The summary is to include groupings of investments listed in the investment policy.

That the BOT annually provide synod with a statement that the agencies and institutions are in compliance with the investment policy; any exception to the policy will be reported.

The accompanying summary and related footnotes constitute the Board of Trustees' response to the first of these requests. In response to the second request, the Board of Trustees reports that on December 31, 2016, all of the agencies and institutions are in compliance with the denomination's investment policy, including the guidance it provides for assets received as a result of gifts or gift-related transactions.

The Board of Trustees' discussions regarding these matters included the following:

1. As requested by synod, the investment summary contains information regarding assets held by the agencies and institutions of the denomination. In addition to these investments, the denomination is responsible for the administration of investments held by various benefit plans, including retirement plans. The BOT reports that assets held by the benefit plans also are in compliance with the denomination's investment guidelines.
2. As requested, the summary includes investments only. It tells nothing of the commitments, restrictions, and purposes attached to the investments. Persons interested in a full understanding of these aspects are encouraged to refer to the financial statements of the agencies and institutions on file with each classical treasurer or to direct their inquiries to the agencies and institutions themselves.

**THE CHRISTIAN REFORMED CHURCH
IN NORTH AMERICA**
Agencies and Institutions
Investment Summary in US\$
As of December 31, 2016

	Back to God Ministries International	Calvin College	Calvin Seminary	Denominational Services	CRC Foundation	Home Missions	Loan Fund	World Missions	World Relief
Categories Specified by Investment Policy:									
SHORT TERM									
CASH AND CASH EQUIVALENTS									
Cash, Money-market mutual funds & CDs	\$ 2,172,589	\$ 16,748,277	\$ 1,554,213	\$ 5,823,693 (9)	\$ 256,564	\$ 2,447,340	\$ 10,651,407	\$ 2,809,448	\$ 17,933,359
FIXED-INCOME ISSUES									
CRCNA Funds LLC Liquidity Fund (1)	322,349	-	-	3,269	-	1,180,894	-	193	26,655
Other short term	51,093	-	-	942,084	-	-	-	220,430	1,489,600
CRCNA FUNDS LLC BALANCED FUND (2)	2,467,363	-	-	14,251	53,646	3,158,452	-	4,362,932	7,429,774
COMMON AND PREFERRED STOCKS									
Publicly traded common, preferred, and convertible preferred stock	-	564,251 (3)	-	-	-	-	-	-	-
Equity mutual funds	808,714 (3)	64,931,619 (10)	31,900,841 (10)	5,267,156	-	864	-	294,916 (3)	-
FIXED-INCOME ISSUES (LONG TERM)									
U.S. treasuries or Canadian gov't bonds	-	39,141,975	-	4,689,933 (9)	-	-	-	-	-
Publicly traded bonds and notes (investment grade, at least A-rated)	-	-	-	7,513,966 (9)	-	-	-	-	-
Bond mutual funds	172,119 (3)	24,403,750 (12)	6,680,434 (1)	-	-	-	-	64,502 (3)	-
CIBC / TAL overdraft accounts	-	-	-	(16,700,032) (9)	-	-	-	-	-
Interagency Investments (Obligations):									
Loans to CRCNA (Denom. Services)	-	-	-	(3,000,000)	-	-	2,000,000	-	1,000,000
Other Investments:									
Private equity fund	-	-	2,998,367 (4)	-	-	-	-	-	-
Partnerships	7,203	33,130,467 (4)	- (4)	-	-	-	-	-	-
Land contracts	-	-	-	-	-	-	-	-	-
Hedge funds	-	10,752,647	-	-	-	-	-	-	-
Other Alternatives	-	12,272,816 (11)	-	-	-	-	-	-	-
Life insurance cash value	435,841 (5)	430,317 (5)	111,940 (5)	-	21,569 (5)	-	-	-	35,058 (5)
Common stock -- non-listed	-	2,768,480 (7)	-	-	-	-	-	-	-
Real estate (non-operating)	6,000 (8)	80,000 (8)	1,050,000 (8)	-	-	24,957	-	38,339	-
Total	\$ 6,443,271	\$ 205,224,599	\$ 44,295,795	\$ 4,554,321	\$ 331,779	\$ 6,812,507	\$ 12,651,407	\$ 7,790,760	\$ 27,914,446

Numbers in parentheses are footnote numbers. See the footnotes that follow.

Numbers in parentheses are footnote numbers. See the footnotes that follow.

**THE CHRISTIAN REFORMED CHURCH
IN NORTH AMERICA
Benefit Plans
Investment Summary
As of December 31, 2016**

Categories Specified by Investment Policy:

SHORT TERM

CASH AND CASH EQUIVALENTS

Cash, CDs and money-market mutual funds

FIXED-INCOME ISSUES

Guaranteed investment contracts

Stable Asset Income Fund

COMMON AND PREFERRED STOCKS

Publicly traded common, preferred,

and convertible preferred stock

Diversified/Alternative mutual fund

Equity mutual funds

FIXED-INCOME ISSUES (LONG TERM)

U.S. treasuries, Canadian gov't bonds or

Publicly traded bonds and notes

(investment grade, at least A-rated)

Bond mutual funds

REAL ESTATE INVESTMENT TRUSTS

Total

	Employees' Savings Plan - U.S. in U.S. \$	Ministers' Pension Plan U.S. in U.S. \$	Special Assistance Fund U.S. in U.S. \$	Employees' Retirement Plan - Canada in Canadian \$	Ministers' Pension Plan Canada in Canadian \$	Special Assistance Fund Canada in Canadian \$	Consolidated Group Insurance Canada in Canadian \$
\$	-	\$ 4,061,612	\$ 117,549	\$ 187,165	\$ 2,150,974	\$ 311,190	\$ 116,154
	-	-	-	240,363	-	-	-
	2,897,862	-	-	-	-	-	-
	-	58,130,044	-	-	39,065,528	-	-
	5,943,064	10,781,155	-	3,431,188	-	-	-
	18,612,573	-	-	748,322	-	-	-
	-	-	-	-	-	-	-
	5,990,870	17,791,691	-	469,331	10,754,565	-	-
	-	9,481,398	-	-	2,462,272	-	-
\$	33,444,369	\$ 100,245,900	\$ 117,549	\$ 5,076,369	\$ 54,433,339	\$ 311,190	\$ 116,154

Footnotes to the December 31, 2016 Investment Summary

1. CRCNA Funds LLC pooled/unitized fixed income account for agencies.
2. CRCNA Funds LLC pooled/unitized balanced account (fixed income 52%, equities 48%) for agencies.
3. Donated publicly traded stock or mutual funds.
4. Ownership interest in private equity funds, including unrealized gains and reinvestments. Private equity groups include Venture Capital, Domestic and International Partnerships, Natural Resources, and Distressed Debt.
5. Cash value of life insurance contracts received as gifts.
6. Includes promissory notes received in the sale of real estate.
7. Includes investment in Creative Dining Services, owned jointly with Hope College.
8. Real estate received as a gift or held for investment purposes.
9. These investments, which provide security for the overdraft accounts, are part of a Canadian agency concentration/netting for interest cash management and investment program.
10. Includes equity, commodity, and hedged mutual funds.
11. Includes Tactical Tilt Allocation Fund and other alternative private equity funds.
12. Includes hedged mutual funds.

Calvin College Supplement

I. Introduction

The Calvin College Board of Trustees met May 4-5, 2017, and presents to synod this supplemental report. The board had a successful meeting and completed its scheduled work for committee and plenary sessions. During its meetings the board thanked eight members who are leaving the board—Rev. Pedro Aviles, Mr. A. Scott Boot, Mr. Philip Brondsema, Ms. Christine Metzger, Mr. Thomas Nobel, Mr. Jack Veltkamp, Mrs. Paula Wigboldy, Mrs. Pan Zhang—for their diligent work on the board and service to Calvin College.

II. Finance

The Calvin College Board of Trustees approved the 2017-2018 budget proposal, a debt policy, and a post-issuance compliance policy.

III. Academic

The Calvin College Board of Trustees ratified or endorsed a number of faculty appointments and reappointments. They also endorsed revisions of curricular programs, new courses, and course revisions.

IV. Board matters

The Calvin College Board of Trustees recommends that synod elect new members, reappoint for subsequent terms, and ratify the results of elections held in classes for membership on the Calvin College Board of Trustees.

A. Board membership

1. New trustees

a. Regional trustees

Region 9

Rev. Pedro Aviles is completing his first term on the board and is unable to serve a second term. The board presents the following slate of nominees for election during synod by the delegates from Region 9, to be presented to the full delegation of Synod 2017 for ratification:

Mr. Timothy (Tim) Goudzwaard is a supervisor for vocational programming and curriculum at Elim Christian School in Illinois. He is also a part-time spiritual formation coordinator at Palos Heights (Ill.) CRC, his local church. Mr. Goudzwaard received his B.A. in elementary education with a focus on special education. He then went on to earn his M.A. in school leadership. He has served in every capacity on the executive council in his church as well as serving as an elder and deacon. Mr. Goudzwaard has a passion for higher education and the education of young adults in general through the development of new and improved ways.

Ms. Jilene Huizenga is a full-time instructor at Madison College in Madison, Wisconsin. She is a co-owner of a small business called Niche Publications, Inc. She received a master of science degree in organizational leadership and quality. She and her husband attend Second CRC, Randolph, Wisconsin, where she has served on the worship and evangelism committees. She previously also served as the president of the Parent's Association at Randolph Christian School. Ms. Huizenga is an advocate for higher education with a concentration on the Reformed worldview, as she believes it is transformational due to Jesus' part in everything we do here on earth.

Mr. Ray Vander Kooi (Region 11) and Dr. David Cok (Region 12) are both completing their first term on the board and are eligible for a second term. The board recommends that synod reappoint Mr. Vander Kooi and Dr. Cok to a second three-year term.

b. At-large trustees

Ms. Christine A. Metzger; Mr. Thomas Nobel, Jr.; and Dr. Jack Veltkamp are all completing a third term on the board. The board presents the following single nominees to Synod 2017 for election as at-large trustees:

Mr. Lambert (Bert) Kamp is a certified public accountant in the greater Chicago area. After seven years at Ernst & Young, Mr. Kamp started his own CPA firm and has been self-employed for twenty-nine years. He is the former president of both the Southwest Chicago Christian School Association Board (2010-2013) and Elim Christian Schools (2003-2005). He currently serves on the elder board at Orland Park CRC, where he and his wife are members.

Mr. Scott Spoelhof received a B.A. in business from Calvin College and an M.B.A. from the University of Michigan. He is the managing director of Bayside Capital Management and previously worked at Herman Miller and Johnson Controls. Mr. Spoelhof recently completed service as president of the Calvin College Board of Trustees and has served on the boards of the Bank of Holland and the Community Foundation of Holland/Zeeland, as well as the Lakeshore Advantage Seed Fund Investment Committee.

Mr. Carl Triemstra was a pre-engineering student at Calvin College before transferring to the University of Michigan to complete a bachelor's degree in engineering. He received a master of arts degree in general management from the Illinois Institute of Technology's Steward School of Management. Mr. Triemstra worked at IBM for ten years and at Leo Burnett for eight years before starting his own firm, Symmetri Marketing Group, fifteen years ago, in Chicago. He served as a deacon at Park Lane CRC in Evergreen Park, Illinois, and is currently a member of Hope CRC, Oak Forest, Illinois. He has also served on the boards of Roseland Christian School, Roseland Christian School Foundation, and was involved with Chicago Christian School's capital campaign.

Mr. William J. Boer is completing his first term as an at-large member. It is recommended that synod reappoint Mr. Boer to a second three-year term. Mr. Craig H. Lubben is completing a second term as at-large member on the board. It is recommended that synod reappoint Mr. Lubben to a third three-year term. Dr. Philip J. Brondsema is completing service to the board after serving two terms.

c. Alumni trustees

Ms. Paula Wigboldy is completing her second term on the board. The board presents the following single nominee to Synod 2017 for appointment:

Ms. Rhonda Roorda was raised in the Washington, D.C., area and majored in Telecommunications at Calvin College. She earned a master of arts degree at Michigan State University in communication urban studies. Ms. Roorda serves as director of member and financial services for the Association of Independent Colleges and Universities of Michigan. To fulfill her calling to support children and families, she has coauthored (with Dr. Rita J. Simon) a trilogy of books on transracial adoption. She continues to travel throughout the country speaking to diverse audiences, including adoptive families and child welfare professionals on this issue. She mentors foster and adopted children. In 2010, Ms. Roorda was awarded the Judge John P. Steketee Adoption Hero Award from the Adoptive Family Support Network in Grand Rapids, Michigan. She currently lives in Brighton, Michigan, and recently completed service on the Calvin Alumni Board. Ms. Roorda is a member of Cornerstone Evangelical Presbyterian Church in Brighton, Michigan.

B. Board officers

The Calvin College Board of Trustees appointed the following officers of the board for 2017-2018: Mr. Craig Lubben, chair; Ms. Mary C. Bonnema, vice chair; Ms. Janice Buikema, secretary; Ms. Sally Vander Ploeg, treasurer (vice president for finance and administration); and Ms. Sharolyn Christians, assistant secretary (executive assistant to the president).

V. Other

The Calvin College Board of Trustees commissioned the college president, the cabinet, and the Planning and Priorities Committee to develop a long-term vision aligned with the college mission, and to begin work on the next five-year strategic plan to support the vision.

VI. Recommendation

That synod by way of the ballot elect new members, reappoint members to subsequent terms, and ratify the results of the Region 9 classis delegate for membership on the Calvin College Board of Trustees.

Calvin College Board of Trustees
Christine A. Metzger, secretary

World Renew Supplement

I. World Renew board nominees

A. *Appointment of U.S. members-at-large*

The board of World Renew requests that synod appoint the following nominees as U.S. members-at-large to a first term of three-years:

Ms. LaVonne J. Koedam is an active member of Forest Grove CRC in Hudsonville, Michigan, serving in various roles as a GEMS teacher, choir member, missions committee member, and Bible study leader. She has also served in various volunteer positions with World Renew for a number of years. LaVonne has a servant heart and is eager to promote the work of World Renew.

Ms. Kelli Sexton is a member of Sherman Street CRC in Grand Rapids, Michigan. Her current occupation(s) include discipleship director at First Cutlerville CRC, Byron Center, Michigan; Classis Zeeland diaconal coordinator; and Dig program coordinator at Calvin Theological Seminary. Ms. Sexton is passionate about working with deacons and is gifted in the area of communication and helping teams to cast a vision. She is skilled at creating networks and facilitating partnerships between people and ministries. As a member-at-large delegate, she hopes to “bring a passion for the local church’s work in the world, following Jesus’ command to feed his sheep, both physically and spiritually.”

B. *Appointment of Canada member-at-large*

The board of World Renew requests that synod appoint the following nominee to a three-year term as Canada member-at-large to a first term of three-years:

Mr. Ariel De Jong is a member of Fleetwood CRC in Surrey, British Columbia, employed as a senior partner with the law firm McCarthy Tetrault LLP. His desire is to serve as Jesus’ hands and feet in the world, and he sees World Renew as an opportunity to do so. In addition to his role as an active member of his church, Mr. De Jong has been an active volunteer with Christian schools, universities, and a senior housing facility. His legal expertise along with excellent judgment and communication skills will be an asset to promoting justice and mercy in a board role.

C. *Canada member-at-large completing term*

World Renew Canada expresses gratitude to Ms. Sarah Van Woerden, whose term as a young adult member-at-large from The King’s University ended upon completion of her degree.

II. Recommendation

That synod appoint and ratify members to the board of World Renew as recommended in section I above.

World Renew

Carol Bremer-Bennett, director, World Renew-U.S.

Ida Kaastra-Mutoigo, director, World Renew-Canada

Calvin Theological Seminary Supplement

The Calvin Theological Seminary Board of Trustees presents this supplement of additional matters relating to the seminary.

I. Board of Trustees

At its meeting on May 18-19, 2017, the board elected the following officers for 2017-2018: Mr. Sidney Jansma, Jr., chair; Rev. Curtis A. Walters, vice chair; Mrs. Teresa Renkema, secretary.

The following nominee is being submitted to Synod 2017 for appointment:

Region 10 at-large

Dr. Susan Beving Strikwerda was born in La Jolla, California. Her father's career in the U.S. Navy enabled their family to live in many places on the east and west coasts as well as in Hawaii and Spain. She is a graduate of Calvin College and received her D.D.S. degree from the University of Michigan School of Dentistry. She practices dentistry in Holland, Michigan, with her husband, Rich. Dr. Strikwerda has been a member at Park CRC since moving to Holland, serving the church as a Sunday school teacher, deacon, and elder.

II. Academics

A. Graduates

Calvin Theological Seminary graduated its largest class ever, with 126 students receiving a certificate, diploma, or degree at its commencement service on May 20, 2017. Fifty-six of the students completed one of our two Spanish-language certificate programs and received either a Certificate in Hispanic Ministry or a Certificate in Family Counseling. Eight students received either the master in theological studies or the master of divinity degree through the seminary's Distance Learning program, which is now completing its fifth year.

In total, seventeen countries or territories were represented by this year's graduates: Brazil, Canada, China, Costa Rica, Cuba, Dominican Republic, El Salvador, Ethiopia, Guatemala, Hong Kong, Indonesia, Mexico, Nepal, Nicaragua, Nigeria, Puerto Rico, and the United States.

B. Distinguished Alumni Awards

Rev. Dr. Joseph Tong (former president of International Theological Seminary – Los Angeles, California, and Bandung Theological Seminary in Indonesia) and Rev. Howard Vanderwell (former pastor of Lebanon CRC, Sioux Center, Iowa; Trinity CRC, Grandville, Mich.; Bethel CRC, Lansing, Ill.; and Hillcrest CRC, Hudsonville, Mich.) received the seminary's Distinguished Alumni Awards for 2017.

C. Board appointments and actions

At its recent meeting, the Calvin Theological Seminary Board of Trustees took the following actions:

1. Approved a recommendation to synod that the CTS Board of Trustees term of Rev. William R. Sytsma, Region 9, be extended for one year so that Region 9 can submit nominations for this position. The first term would begin July 1, 2018.
2. Appointed Dr. Gary Burge as visiting professor of New Testament and faculty development specialist for a two-year period (July 1, 2017, to June 30, 2019).
3. Appointed Dr. Robert Keeley as visiting professor of discipleship and faith formation (half-time) for one year (July 1, 2017, to June 30, 2018).
4. Approved the cross-appointment of Dr. David Rylaarsdam in worship, revising his title to professor of the history of Christianity and worship.
5. Appointed Rev. Troy Bierma as Lee S. Huizenga Distinguished Missionary-in-Residence for an initial term of one year (July 1, 2017, to June 30, 2018), contingent upon a funding partnership with CRC World Missions/new mission agency.
6. Appointed Rev. Jeffrey Bos as scholar-in-residence for an initial term of one year (July 1, 2017, to June 30, 2018), contingent upon funding for the position from CRC World Missions/new mission agency.
7. Received an initial draft of portions of the Calvin Theological Seminary's Association of Theological Schools (ATS) Reaccreditation Self-Study report.

III. Recommendations

- A. That synod appoint Dr. Susan Strikwerda to the position of Region 10 at-large member of the Calvin Theological Seminary Board of Trustees.
- B. That synod approve a one-year extension of the CTS Board of Trustees term of Rev. William R. Sytsma, Region 9.

Calvin Theological Seminary
Teresa Renkema, secretary

Candidacy Committee Supplement

I. Candidates for minister of the Word in the Christian Reformed Church

A. Candidates for ministry

Each year it is a privilege to meet and interview the applicants for candidacy. The interviews for these candidates were conducted this year by teams of four or five persons. The Candidacy Committee is pleased to recommend the following thirty-nine persons for candidacy to become ministers of the Word in the CRC. These candidates include those who graduated from other than Calvin Theological Seminary through the Ecclesiastical Program for Ministerial Candidacy. Biographical details for each of the candidates can be found in the Candidate Booklet, available for download at crcna.org/candidacy.

The following motion will allow their names to be approved by synod:

That synod declare the following individuals as candidates for ministry of the Word in the Christian Reformed Church, subject to completion of all remaining (if any) requirements (the list of candidates eligible for call is available on the Candidacy Committee website: crcna.org/candidacy). Subject to synod's approval, the candidates will be presented to synod 2017 on Tuesday, June 13, at 2:30 p.m.

Patrick D. Anthony
Josiah L. Bokma
Laura M. de Jong
Mark DeVos
Bradley S. Diekema
Brian Dunn
Joshua K. Friend
Cari C. Fydirchuck
Ernesto J. Hernandez
Ryan K. Hoekstra
James C. Hollendonner
Sarah K. Hoos
Jeffrey M. Hoos
Eunjun Jeong
Rafik Kamel
George C. Keulen
JungSeong "Samuel" Kim
Hope Guan Lee
Hannah Ryou Lee
Michael R. McGowan

Kyle J. Meyaard-Schaap
Cory J. Nederveld
Fikre H. Norcha
Arek O'Connell
Ryan T. Pedde
Allen P. Pontarelli
Margaret Rekman
Janet A. Ryzebol
Bailey B. Sarver
Mark P. Van Andel
Michelle R. VandenBerg
Greg Vander Horn
Nicole Veenkamp
Jantje F. (Femke) Visser-Elenbaas
Michael A. Westerveld
Brian D. White
Joanna L. Wigboldy
Jianlou (John) Xu
Cody J. Zuiderveen

B. Extension of candidacy

The rules of synod require that a declared candidate by one synod must request an extension of candidacy status at the following synod if a call has not been accepted. The Candidacy Committee communicates with such persons in order to determine the validity of the request and to offer words of encouragement. The Candidacy Committee recommends the following thirty-four persons for approval of candidacy extension:

Yoon Chul (Daniel) Choi
 Elisabeth A. De Vries
 Darrell Delaney
 Kyle Dieleman
 Trent M. Elders
 Kendra R. Ettema
 Kendall A. Everett
 Tara K. Foreman
 Tyler Greenway
 Robert J. Gruessing
 Laura A. Guichelaar-DeRuiter
 Grant Hofman
 Ryan Hoogerbrugge
 Sarah J. Hoogendoorn
 Joseph Hwang
 Moses Kang
 Jonathan A. Kool

Sang Myung Lee
 Sheryl J. Leisman
 Katrina J. Olson
 Jennifer L. Palkowski
 Matthew A. Pearce
 Kristen J. Pikaart
 Kurt C. Schaefer
 Ivan K. Santoso
 Kelli K. Sexton
 Sharon R. Smith
 Juli Stuelpnagel
 Ricardo R. Tavarez
 Jason R. Terpstra
 David van Eyk
 Thomas J. Van Wyk
 Beverly Weeks
 Bradley R. Zwiers

C. Reinstatement of candidacy

The Candidacy Committee has received a request from a previous candidate who had to suspend candidacy in order to fulfill mandatory military service in Korea. The person is now back in the United States, and is eager to be eligible once again for call. The Candidacy Committee recommends that synod reinstate the candidacy of Mr. Eun Jung “David” Shin.

The Candidacy Committee has also received a request from a previous candidate who suspended his candidacy for a period of time in order to serve in a college staff position that was not ordainable. He now wishes to be eligible for a call. The Candidacy Committee has interviewed him and recommends that synod reinstate the candidacy of Mr. Richard France-Coe.

II. Article 8 candidates approved

Our process for guiding pastors ordained in other denominations who wish to become ordained in the CRC is described in Church Order Article 8. Church Order Supplement, Article 8, F directs the Candidacy Committee to be intimately involved in this process and to submit for synod’s review the names of those approved for Article 8 process. The Candidacy Committee has concurred on *need* for the following persons in the past year. In each case the appropriate documents are on file with the director of the Office of Candidacy.

Date	Name of applicant	Classis	Former denomination
7-19-16	Kang, Seong Guen	Hanmi	Evangelical Church Alliance
8-16-16	Sarwar, Eric	Greater Los Angeles	Presbyterian Church of Pakistan
9-09-16	Park, Sang Jung	Hanmi	Presbyterian Church in Korea
9-10-16	Jung, Teukkoon	Hanmi	Korean Assoc. of Independent Churches
9-12-16	Jang, Ezra	Northern Illinois	Christian and Missionary Alliance
9-20-16	Koirala, Chuda Mani	Thornapple Valley	Korean Assoc. of Independent Churches
2-09-17	Kim, Choung Woo	Ko-Am	Presbyterian Church in Korea
3-03-17	Statham, Todd	B.C South-East	Presbyterian Church in Canada
3-03-17	Lanting, Frank	Alberta South/Sask.	Presbyterian Church in America
4-06-17	Lee, Sung Joo	Greater Los Angeles	Korean Presbyterian Church

III. Article 8 Process Reflections and Adjustments

As mentioned in our report to synod (*Agenda for Synod 2017*, p. 314), one of the especially challenging aspects of our work has to do with administering Church Order Supplement, Article 8, E relative to affiliation of persons already ordained in other denominations. At least three complex factors are at play in the challenge the committee faces.

First, congregational search committees often engage pastors who are not eligible for call. With the availability of the Internet, pastors and candidates not on any synodically approved list have opportunity to reach out to CRC search committees. In addition, given today's decline in denominational identity, search committees and church councils often are not aware of traditional search protocols and give serious consideration to such persons as they inquire. Finally, amid the sometimes confusing multiplicity of classis roles, and within a system that is not always so clear about the role of the appointed classis counselor, the task of mentoring and monitoring the work of a local search committee is not tended to effectively. As a result, the Candidacy Committee often receives requests to approve an Article 8 process at the end of a pastor-search process rather than at the beginning. And sometimes, as has been reported to earlier synods, a noneligible pastor is already on site before the Candidacy Committee has opportunity to engage in the process.

Second, many pastors from other denominations seek to serve within the CRCNA. Some of these pastors are simply seeking options to serve in the generic ecclesiastical world of North America. Some, however, are decidedly Reformed, offer significant gifts for ministry, and desire to affiliate with the CRCNA. Yet our denominational covenants with current pastors and candidates discourage the application of Church Order Supplement, Article 8, E. Even though recognition is given concerning persons with "extraordinary qualifications" (Supplement, Art. 8, E, 4, a), the Candidacy Committee feels the responsibility not to be easily persuaded that search committees and pastors be allowed to use this rationale when many ordinary and extraordinary persons currently approved by synod remain ready to serve if asked.

Third, some of our ministries, especially ethnic minority congregations, depend on the Article 8 process to find a new pastor. To expand on the preceding comments about persons with "ordinary and extraordinary" gifts, we recognize that Church Order Supplement, Article 8, E, 4 offers additional criteria for using this route. The Candidacy Committee has mentioned to previous synods (see *Agenda for Synod 2012*, p. 215; and *Agenda for Synod 2013*, p. 215) that what is referred to as the "need factor" is very straightforward for two categories: (1) "the need for indigenous leadership in a multicultural or ethnic minority church" (Supplement, Art. 8, E, 4, d) and (2) the missional need for ordaining a person ready to plant a church (Supplement, Art. 8, E, 4, c). Many of our uses of Supplement, Article 8, E fall in one of these two categories. The Candidacy Committee finds great joy in this area of its work. We are convinced that the church is well served by a flexible Article 8 process for these ministry opportunities.

Over the past few years at least two accommodations have been made relative to the implementation of Church Order Article 8. First, the learning plan, generically referred to as the Modified Ecclesiastical Program for Ministerial Candidacy (MEPMC) in Church Order Art. 8-c, is adjusted to fit the context of the pastors who affiliate. In fact, the MEPMC use of accredited courses at Calvin Theological Seminary has occurred in only one instance in the past nine years. The MEPMC was originally imagined as a program with accredited course work offered through Calvin Theological Seminary. Yet early in the work of the Candidacy Committee the Korean community requested and received permission to offer a nonaccredited program in the

Korean language. This program, called Korean Institute in Ministry (KIM), has been highly effective and much appreciated. Other nonaccredited learning opportunities have been created and approved, as reported to earlier synods. For the sake of consistency, the Candidacy Committee has moved almost uniformly to the use of nonaccredited learning plans for Article 8.

A second accommodation has been to offer an innovative option to non-CRC ordained persons who are very desirous of entering CRC ministry and who do not have an eligible church that is calling them (see *Agenda for Synod 2012*, p. 215; and *Agenda for Synod 2013*, p. 215). At least four persons already ordained have decided to take the regular EPMC in order to become eligible for call via Church Order Article 6. Though the original intent of the EPMC has been to provide a route for those never ordained, the program has been used for these persons already ordained but sincerely desirous of becoming eligible for call within the CRCNA.

At this point a tension has arisen that the Candidacy Committee believes is worthy of addressing. Some classis leaders and ministry partners have questioned the integrity of using a route designed for those not ordained (i.e., Church Order Art. 6, with the EPMC) for those who in fact are ordained and would normally use Article 8. Further, congregations and search committees who are not eligible to call a pastor under Article 8 (see Supplement, Art. 8, E, 1) may potentially make use of the accommodation just described and have their non-CRC ordained pastor candidate enroll in the EPMC under Article 6. The negative results are twofold: (1) an honest discussion of the “sustained and realistic search” requirement is often averted; and (2) there is the potential appearance of using rules to get around rules, and the system appears to lack integrity.

With the help of classis leaders and ministry partners who have raised this matter, the Candidacy Committee recognizes the weight of the problem that has just been described. The Candidacy Committee is committed anew to clearly pointing search committees and local congregations to the importance of working with the classis and the Candidacy Committee in discussing the option of calling persons ordained outside of the denomination. Only after this discussion has taken place can and should we decide upon learning plans appropriate for the Article 8 process. At this point an adjustment to our practice can take place.

The adjustment we are proposing is that the Candidacy Committee make renewed use of the MEPMC accredited coursework offered through Calvin Theological Seminary (CTS) for select Article 8 cases. The program is useful and deeper than the nonaccredited learning plan. Requiring the program may positively act as a deterrent for use of Article 8, and when the program is elected, it will act positively as a deep orientation to the denomination and its values.

For many, the basic individual and contextualized learning plan would still be used. This nonaccredited approach is sensitive to language and cultural and contextual needs, and it is also less costly. For others, the requirement of the accredited course work at CTS (the original version of the MEPMC) would be required. This is the core of the adjustment. The Candidacy Committee would enforce this requirement for cases in which culture and ministry context suggest it would be a beneficial and potentially successful mechanism for orientation to the denomination.

In addition the Candidacy Committee anticipates continuing to encounter cases in which an inquiring ordained pastor can be counseled to enroll in the EPMC. Yet for those ordained in other denominations that are in conversations with a CRC ministry, Article 8 would more consistently be used.

The Candidacy Committee therefore requests that synod formally endorse the increased use of the accredited MEPMC coursework offered through Calvin Theological Seminary in the Article 8 learning plans in order that affiliating pastors receive an appropriate orientation to the CRCNA and that vacant congregations will recognize and benefit from pastors' receiving as deep an orientation as is feasible.

IV. Recommendations

- A. That synod declare those listed in section I, A as candidates for ministry in the Christian Reformed Church.
- B. That synod approve the extensions of candidacy as recommended in section I, B.
- C. That synod approve the reinstatement of candidacy to Mr. Eun Jung "David" Shin and Mr. Richard France-Coe, as described in section I, C.
- D. That synod approve the action of the Candidacy Committee in declaration of *need* for those listed in section II for affiliation under Church Order Article 8.
- E. That synod endorse the increased use of the accredited MEPMC coursework offered through Calvin Theological Seminary in the Article 8 learning plans in order that affiliating pastors receive an appropriate orientation to the CRCNA and that vacant congregations will recognize and benefit from pastors' receiving as deep an orientation as is feasible.

Candidacy Committee
David R. Koll, director of the Office of Candidacy

Ecumenical and Interfaith Relations Committee Supplement

I. Review of recent and upcoming actions and activities

The Ecumenical and Interfaith Relations Committee (EIRC) seeks to promote interfaith and ecumenical engagement among congregations and has recently produced two brochures available for churches and updated its website (crcna.org/eirc), providing links to resources. In addition, while the EIRC's interfaith subcommittee was launched a few years ago, the Reformed Church in America's InterReligious Task Force is exploring ways in which the RCA can be more involved in interfaith matters. Dr. Jim Payton, EIRC chair, serves on the RCA's InterReligious Task Force and seeks to find ways for the CRC and RCA to cooperate in these efforts.

The EIRC is actively exploring how the CRC's Digital Library could benefit our ecumenical partners, particularly in non-North American and non-European contexts.

The EIRC, along with others, endorses the formation of an ad hoc group that will seek to identify the priorities and strategies appropriate for CRC ministries and agencies needed to realize synodically approved goals in the areas of peacemaking, religious persecution, and interfaith activities that focus on the Middle East (Palestine and Israel, in particular) and benefit congregations per the CRCNA Ministry Plan.

Finally, the committee is sending a delegation to the World Communion of Reformed Churches (WCRC) General Council meeting this summer in Germany. The delegation includes EIRC members Rev. Anthony Elenbaas, Rev. Emmett Harrison, and Ms. Lenore Maine. In addition, Dr. Mary Buteyn will attend on behalf of the CRCNA. Dr. Peter Borgdorff will participate by means of his membership on the WCRC's executive committee, and Dr. William Koopmans will participate as an adviser to the WCRC executive committee. EIRC member Rev. Kathy Smith is on the General Council's worship planning committee.

II. Resolution of assignments

Synod 2016 instructed the executive director to task an ad hoc committee with the following mandate:

To investigate potential areas of collaborative partnership in ministry with Koreans in Korea. Composition should include members of the Korean Relations Team, EIRC, our educational institutions, and staff of the unified mission agency.

Grounds:

- 1) The current contributions of the president of Calvin Theological Seminary and of Calvin College staff have produced many fruitful relationships in Korea. Yet these programs are not coordinated by or inclusive of other CRC ministries. A team to consider such coordination and to maximize efforts would bless all parties involved. *Noted: CRCNA agencies and ministries have contributed to additional relationships.*
- 2) There are great opportunities for the CRCNA to learn about missions from Korean churches that claim a strong missional and prayer-filled history and identity. The CRCNA can grow in prayer in partnership with such churches. These opportunities to partner in ministry initiatives and in a learning community are beyond the mandate of the EIRC.

(Acts of Synod 2016, p. 839)

In response to this instruction, an ad hoc group was formed, and the following were appointed: Pastor Charles Kim, Korean ministries coordinator for Christian Reformed Home Missions; Rev. David Koll, director of Candidacy; Dr. Won Lee, professor of theology, Calvin College; Rev. Jul Medenblik, president of Calvin Theological Seminary; Dr. Jay Shim, professor of theology, Dordt College; Dr. Steven Timmermans, CRCNA executive director; and Rev. Paul Yu, Christian Reformed World Missions EurAsia director.

The group produced an extensive chart of existing relationships in which Calvin College, Calvin Theological Seminary, and agencies and ministries of the CRCNA are interacting with various Korean institutions of higher learning, organizations, and churches. In addition, it is evident that the CRCNA is blessed with relationships in which individuals and congregations are connecting with ministries in Korea.

The group reviewed a number of these relationships. Along with benefits to ecumenical relations and mutual learning, some challenges were noted:

1. Differences in church polity

For example, ordination pathways and processes in the CRCNA differ from those for Korean denominations. In addition, the criteria for retention of ordination credentials are different.

2. Understanding the dynamics of Korean churches

Collaboration with Korean churches can be hampered by lack of mutual understanding. For example, the annual election of the moderator in Korean churches can make it challenging to establish and pursue long-term consistent ministry internally as well as collaboration with overseas partners externally. Appreciating these dynamics and even some of the divisive experiences among denominations in Korea is key to understanding the history and challenges of establishing ecumenical relationships even as we continue to seek better understanding and ministry cooperation.

The group also made the following observations in light of relationships that have developed:

- Educational institutions such as Calvin College, Calvin Theological Seminary, Dordt College, and others have multiple relationships formed by memorandums of understanding with educational institutions in Korea.
- Learning and consultation events in Korea avoid exclusivity when a CRC ministry or educational institution helps to make arrangements by working with multiple Korean churches and groups.
- Greatly appreciated and valued are learning events between Korean churches/ministries/educational institutions and CRCNA churches/ministries/educational institutions that emphasize mutual contributions and benefits.

The EIRC duly noted the ad hoc group's observation that when it is not possible to pursue relationships through our *ecclesiastical fellowship* or *churches in dialogue* categories, the EIRC often finds ways to maintain relationships through participation in *ecumenical organizations* (e.g., WCRC). However, pursuit of the CRC's ecumenical task with Korean churches/ministries/educational institutions is hampered by the lack of an appropriate organization through which to become involved with potential partners in Korea.

Therefore, at the recommendation of the ad hoc group, the EIRC will seek to recognize the use of informal and formal networks—often springing from various forms of partnership—to meet the purpose we tend to associate with ecumenical organizations (“to better carry out the CRC's ecumenical responsibilities broadly, effectively, and efficiently”¹). Should informal networks—particularly those connecting with Korean-based churches and organizations—become formalized, the EIRC may well recommend that synod approve entering into formal partnership with such entities. The EIRC has therefore instructed staff to intentionally explore new ways of pursuing relationships under a broadened understanding of our *ecumenical organizations* category.

At this point in our history, relationships between multiple Korean partners and some CRC partners have emerged but generally have not been fully collaborative among CRC agencies, ministries, and educational institutions. Therefore, the EIRC has also instructed staff to conduct update and review sessions at least once a year with appropriate representatives from Calvin College, Calvin Theological Seminary, CRC agencies and ministries, congregations and classes, and other CRC-related organizations. In this way collaborative partnerships with Korean churches and educational institutions may emerge, utilizing informal networks and giving rise, where possible and appropriate, to more formal networks of ecumenical partnership—thus more effectively contributing to the visible oneness of the church of Jesus Christ in the world.

Based on the ad hoc committee's report to the EIRC and the two instructions the EIRC has provided to staff, the EIRC judges the aforementioned mandate by Synod 2016 to the executive director sufficiently addressed and asks synod to note its fulfillment.

III. Recommendation

That synod take note of the fulfillment of the instruction to the executive director by Synod 2016 regarding “areas of collaborative partnership in ministry with Koreans in Korea” (*Acts of Synod 2016*, p. 839).

Ecumenical and Interfaith Relations Committee
 Jim Payton, chair
 Steven R. Timmermans, executive director (*ex officio*)

¹ A rationale from the CRC Ecumenical Charter for participation in *ecumenical organizations*.

Overture 19: Keep Current Designation of the Belhar Confession as Ecumenical Faith Declaration

The council of First CRC in Owen Sound, Ontario, overtures synod to leave the Belhar Confession as an Ecumenical Faith Declaration.

Grounds:

1. In 2012 Classis Huron overtured synod to not adopt the Belhar Confession as the fourth form of unity in the CRC.
2. Nothing has been presented to change the concerns presented to synod in 2012 that justify the change of status of the Belhar Confession to that of a *testimony*.
3. We do not want the Belhar included in the Covenant for Officebearers (CRC 2012).

Council of First CRC, Owen Sound, Ontario
Richard Huizinga, clerk

Note: This overture was presented to the February 2017 meeting of Classis Huron but was not adopted.

Overture 20: Allow Each Classis to Select Its Own Representative to the Council of Delegates

The *Rules for Synodical Procedure* require that all board and committee members are elected from a slate of multiple nominees presented to synod for election (section VI, D, 2; see also Council of Delegates Governance Handbook 2.131, *Agenda for Synod 2017*, p. 52). This procedure was adopted especially for the boards and committees that represent multiple classes, so that synod itself, rather than the constituent classes, would have the authority to decide the composition of its service committees and denominational boards.

With the structural changes that establish the Council of Delegates as representatives of an individual classis, however, the practice of having synod elect its interim committee from forty-eight separate slates presented by the various classes seems unnecessarily cumbersome and undermines the principle that the COD should utilize a constituent representative model of governance (*Acts of Synod 2016*, p. 829).

Classis Hudson therefore overtures synod to modify the *Rules for Synodical Procedure*, the Council of Delegates Governance Handbook, and any other relevant policies, to establish that each classis be allowed to elect, by its own preferred procedures, its individual representative to the Council of Delegates (keeping in mind, of course, the CRC's commitment to have the composition of its boards reflect the diversity of the church membership as much as possible). At-large members of the Council of Delegates, as well as members of other synodical service committees, would presumably continue to be elected from a slate of nominees presented to synod.

Grounds:

1. Individual classes can have a personal acquaintance with their nominees to the Council of Delegates and are in a better position to judge the relative merits of each nominee than synod as a whole, which must frequently make its choice based only on a written biography.
2. Allowing each classis to elect its own representatives to the Council of Delegates would foster a "direct and clear link between the [denominational] board and its constituents" (*Agenda for Synod 2016*, p. 688).

Classis Hudson
Mary B. Stegink, stated clerk