



Canadian Conference
of Mennonite Brethren Churches

THE CUSP

The Collaborative Unified Strategic Plan
for the MB Church of Canada

FULL EDITION



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INTRODUCTION

A well-discerned strategic plan serves as a road map that facilitates the accomplishment of the organizational mission, vision, priorities, and values. Through a strategic plan, organizations reaffirm their reason for existing and keep within the framework of their mission.

A strategic plan is therefore a tool for the future. With proper analysis and an adequately constituted process, a strategic plan guides the next phase of our endeavours. To that end, a strategic plan informed by the values and culture of the MB Churches in Canada is a pathway to ever-increasing health and effectiveness.

This strategic plan will act as a road map to identify the route we as MBs will take in this next season of ministry. It will also clarify the priorities that will become the focus of human and financial resources and help coordinate the work of the many distinct parts of the MB Church of Canada.

This plan will be known as the Collaborative Unified Strategic Plan (CUSP). It will articulate a shared vision for the MB church in Canada, its priorities, and its activities, and will determine and direct the actions of boards and staff. The strategic plan will remain integrated into the annual planning, decision making, and reporting of the MB Church of Canada. Finally, the strategic plan needs to be simple and understood by all and must become part of our language moving forward.

FREQUENTLY ASKED QUESTIONS

1. Are there examples of strategic planning in scripture?

The word strategy is not commonly found in biblical texts. However, there are several references to long term planning and preparation being part of God's behaviour: Habakkuk 2, Luke 14:28-32, Psalm 139:14-16

One of the greatest illustrations of how God's leading and human strategic planning work together is the story of Joseph's dream and subsequent international leadership (Genesis 41). While talking with the crowds about being a disciple, Jesus described two examples of strategic planning as a way to highlight the importance of careful and well-researched analysis (Luke 14:28-32). The apostles and elders carefully planned who to send, and with what message, so that ministry would be effective (Acts 15:22-29). Based on his assessment of the socio-religious context, Paul made a strategic decision to have Timothy circumcised for the sake of the mission. Since God is the author of order, structure, and beauty (eg, Genesis 1), it is not surprising that many examples of strategic planning are found throughout the pages of scripture.

2. Whose plan is this?

This strategic plan addresses the collective interests and focus of the Mennonite Brethren in Canada. The various Canadian and provincial ministries will utilize this document as follows:

1. National Council and the Executive Board

The National Council and the Executive Board will use the strategic plan to make decisions and to exercise accountability. When tough decisions need to be made, leaders can turn to the strategic plan and ask, "Is this decision consistent with the priorities identified in the plan?" They can also ask, "Is this decision consistent with the values identified in the plan?" The National Council and Executive Board can use the strategic plan to monitor the performance of staff. "Is the organization achieving what we have set out to achieve? If not, why?" Finally, the National Council and Executive board can use the strategic plan to remain accountable to the National Assembly. They can report what they have achieved according to the priorities set out in the strategic plan.

2. The National Ministry Team

The National Ministry Team will use the strategic plan to develop their annual goals and budgets and will inform staff evaluations. The National Ministry Team can ask themselves, “How can I use resources to achieve the strategic plan’s priorities and activities?” They can also ask themselves, “Is this activity helping to achieve the priorities set out in the strategic plan?”

3. Churches and Member Organizations

The constituency members use the strategic plan to hold the National Council, the Executive Board, and the staff accountable. They can more easily assess whether the priorities set out in the plan are being achieved. They also use it to recognize successes and accomplishments and to celebrate the progress towards a better future.

3. Has the constituency contributed to this strategic plan?

Over the last four years, the Executive Board pursued various avenues of engaging the constituency. Among these was the hiring of a consultant, a national survey, the commissioning of a task force, several regional meetings, breakout sessions at conventions, and consultation with provincial boards and staff.

This strategic plan began with conversations with our churches during Fall regional meetings. A framework was voted on and approved in October 2019 at the Annual General Meeting. The National Ministry Team, informed by the framework, developed the contextualization of this plan and invited the National Assembly and churches to process it by following the decision-making road map. Lastly, delegates present at provincial assemblies approved and voted on the strategic framework.

Further to that, the creation of the collaborative model brought the provinces and agencies into the development process. The ten-step decision-making road map is another example of the inclusion of many voices into this process.

4. Why does it look different than other strategic plans I've seen?

This strategic plan has been developed for a spiritual family and may differ in language and priorities from more secularized ones. Some of the elements here are common to most strategic plans, such as Mission, Vision, Values, Environmental Scan, Strategic Priorities, Activities, and Performance Indicators.

6. Can a strategic plan be changed?

The hope is that this strategic plan will remain in place for the next five years and undertake several phases. Annual adjustments may be necessary in order to continue the effectiveness of this plan. Annual priorities will identify action steps without modifying the overall plan. For this plan to be changed, it will need to go through the decision-making road map process.

STRUCTURE

Who is the MB Church of Canada?

The Mennonite Brethren denomination in Canada consists of:

1. Over 30,000 individuals who are members of MB Churches in the approximately 250 MB Churches that are members of the provincial and national MB Conference
2. Six provincial MB Conferences that are members of the national MB Conference, and
3. Three MB partner agencies that are members of the national MB Conference, all of whom affirm the MB Confession of Faith as their defining theological identity.

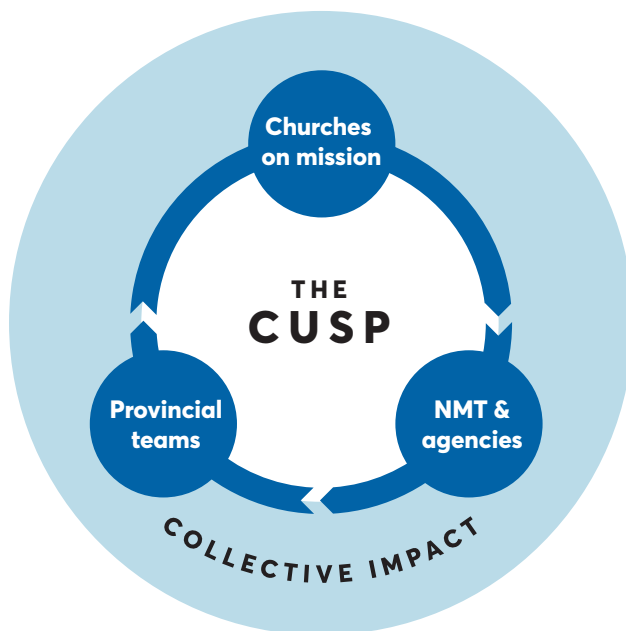
To be part of the MB denominational family means following the Confession of Faith and being an active member of the national Conference that operates under the authority of its members. The “MB Church of Canada” is the name given to the collective parts that make up the denomination.

At the heart of the CUSP is the desire to build a shared plan that includes all parts of the denomination. This plan is not about controlling what every member will do. This plan is about envisioning the potential national impact of the MB denomination created by what every member can do. It is not about replacing a particular mission. It is about combining mission. The CUSP focuses on the concept of coordinating contributions to create a “Collective Impact”.¹

What is Our Collective Impact?

In 2019, the MB churches approved a restructuring to implement the Collaborative Model in efforts to achieve a Collective Impact as a denomination.

Since provincial conferences are the closest organization to the churches in a given region, they will be the primary locus of coordination and distribution of resources. Agencies and the national office will work with and through provincial conferences. This model allows for flexibility and contextualization of what is delivered and how it is delivered.



1 The Stanford model of “Collective Impact” is a specific form of collaboration that is created by a shared measurement system, mutually reinforcing activities, and ongoing communication that are supported by a Principal Organization. It is founded upon the awareness that the work of any individual (or church or organization) towards a common mission has the potential to accomplish much more when efforts are coordinated and combined with other like-minded individuals.

What is the Collaborative Model?

In 2016, the Executive Board commissioned the One Mission Partnership Task Force (OMPTF) to study the challenges facing the denomination as a whole. Many of the findings of the OMPTF are reflected in the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis below. A significant observation was the following:

Instead of a single national organization being responsible for national impact, what if the combined and coordinated outputs of many organizations could be viewed as creating a collective national impact?

It was clear that both, collaborative relationships and supporting structures, were needed as the two rails on which the train of mission could run. The alignment of collaborative relationships and supporting structures, side-by-side for the purpose of mission, became the basis of the Collaborative Model.

Under the Collaborative Model, all MB organizations, not just the churches, are now members in the national Conference. The six provincial conferences, MB Seminary, Multiply and Legacy become Member Organizations with their collaborative relationships defined in Strategic Partnership Agreements (SPAs) to create greater cooperation and accountability. The national Conference now becomes both a “Conference of Conferences” and a “Conference of Churches”. The Member Organizations form the basis of the National Council, whose delegates come from the boards of the member organizations. The major decision making body in the Collaborative Model is the National Assembly. The National Assembly is an annual meeting of church delegates and member organization delegates.

At an implementation level, the senior staff leaders from the ten organizations, along with the chair of the National Faith & Life Team, are members of the National Ministry Team. This team meets regularly to coordinate mutually reinforcing activities and to ensure ongoing communications as required under Collective Impact. The National Director is the leader of the National Ministry Team and the national Conference will serve as the Principal Organization as defined under Collective Impact.

Finally, the member churches are empowered to vote on national initiatives at the National Assembly or through referenda at their provincial conventions to strengthen and align decision-making. The CUSP and SPAs, through the work of the National Assembly, National Council, and National Ministry Team, create greater alignment of finances and operations within the denomination as a whole. The Collaborative Model defines new relationships and structures for the MB Church of Canada to further the collective mission of the denomination.

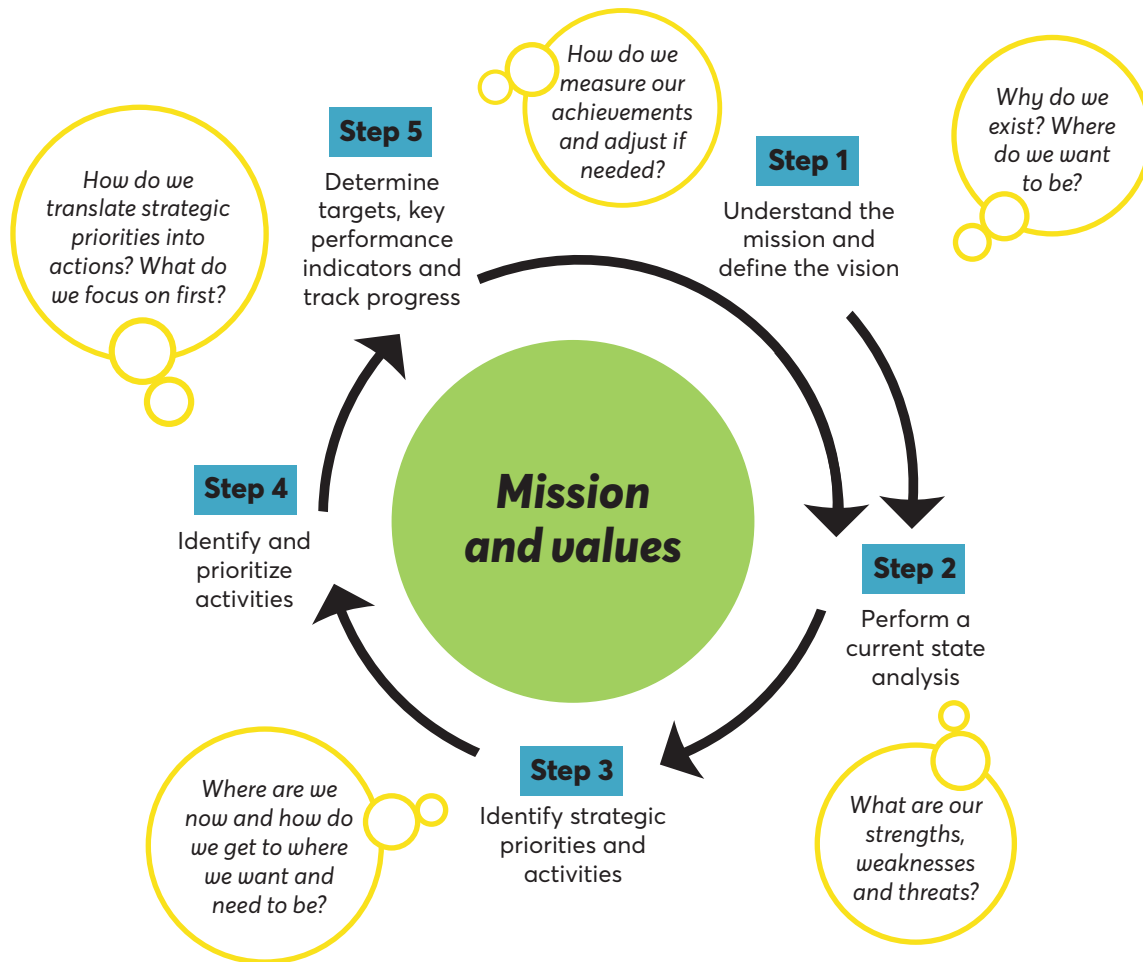
What is the Role of Principal Organization?

The Stanford paper on Collect Impact states, “*The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.*” Coordination, tracking and reporting take time and resources that most organizations cannot spare. It is the responsibility of the Principal Organization to ensure that the logistical and administrative work that enables collaboration towards mission fulfillment is happening. The Principal Organization works through the National Ministry Team and relies upon the Strategic Partnership Agreements to create accountability within the overall framework created by the CUSP.

The Principal Organization also oversees the development and maintenance of the shared measurement system which enables the MB member organizations to implement a culture of evidence-based decision-making that is fair to all participants. The work required for measuring and monitoring outcomes and key performance indicators is performed by the Principal Organization.

STRATEGIC PLANNING PROCESS

This strategic plan represents the five-year planning cycle for the MB Church of Canada, and it is an attempt to unify all parts of this family of Churches under one collaborative plan. Provinces and national agencies will have their own strategic and tactical plans which contextualize their participation on the CUSP. The critical elements of the strategic planning process are outlined below.



What follows in this document is the outcome of the process outlined above that includes the following:

- Step 1: Mission, Vision, and Values;
- Step 2: Current State Analysis;
- Step 3: Strategic Priorities and Activities;
- Step 4: Prioritization of Activities; and
- Step 5: Determination of Key Performance Indicators

Mission/Vision, Values

The strategic planning process reaffirms the mission and vision of the MB Church of Canada, the strategic priorities to accomplish the vision, and reconfirms values to maintain as we work towards meeting the priorities presented thereof.

MISSION/VISION

All structures and activities of any organization come from its mission. An organization's mission sets the parameters and defines the organization's *reason for existing*. Vision looks toward a preferred future. For our purpose, mission and vision are combined and are expressed through structure, plan, funding, performance and metrics. To that end, under the Lordship of Jesus and the guidance of the Holy Spirit, the mission/vision of the MB Church of Canada is:

To cultivate a community and culture of healthy disciple-making churches and ministries, faithfully joining Jesus in his mission

DESCRIBING LANGUAGE

For the sake of the proposal and for the purpose of clarity, we will describe the terminologies below to mean the following:

Discipling. The larger corporate term used to describe the means, methods, and processes used by the MB Church of Canada to accomplish its mission. This is both a mission call and a measuring stick that builds momentum towards disciple-making.

Disciple-making. The work of an individual follower of Christ and their local church in mentoring a person or people into a life like Christ's.

Discipleship. The path an individual takes towards spiritual growth and transformation reflecting the character of Christ.

LEADERSHIP VALUES IN THE DISCIPLE-MAKING ECOSYSTEM

To effectively implement the elements of the disciple-making ecosystem described later in this document, our MB leaders must protect, nurture, and model the following values. We expect that as MB leaders make these values visible at every level of leadership, they will positively influence all levels of our denominational family, including our churches.

- 1. We operate in dependence on God, who is revealed to us most clearly in Jesus.** The Holy Spirit, who is the Spirit of Jesus, gifts, energizes and leads His people. We therefore live in prayerful and obedient attentiveness to God – Father, Son and Holy Spirit.
- 2. We live by the guidance of Scripture.** Because of the Scripture's unique authority, we seek to understand it and live it out faithfully. The MB Confession of Faith describes our current convictions. Jesus, God's Word to humanity, is the lens through which we read the Bible. We count on the Holy Spirit to guide our shared interpretations.
- 3. We expect transformational discipleship.** Because Jesus is Lord and calls all people to be His disciples, we strive to follow Jesus with all we are and have – will, mind, emotions, actions, possessions, and relationships. Because the Holy Spirit transforms Jesus' followers, we encourage each other to grow in Christlikeness, and invite others to become Christ's followers.
- 4. We participate in God's mission.** God has called and sent His people, just as God sent Jesus. Therefore, as we go to all peoples near and far, we go with word and deed—proclaiming the gospel of reconciliation and doing the work of peace.

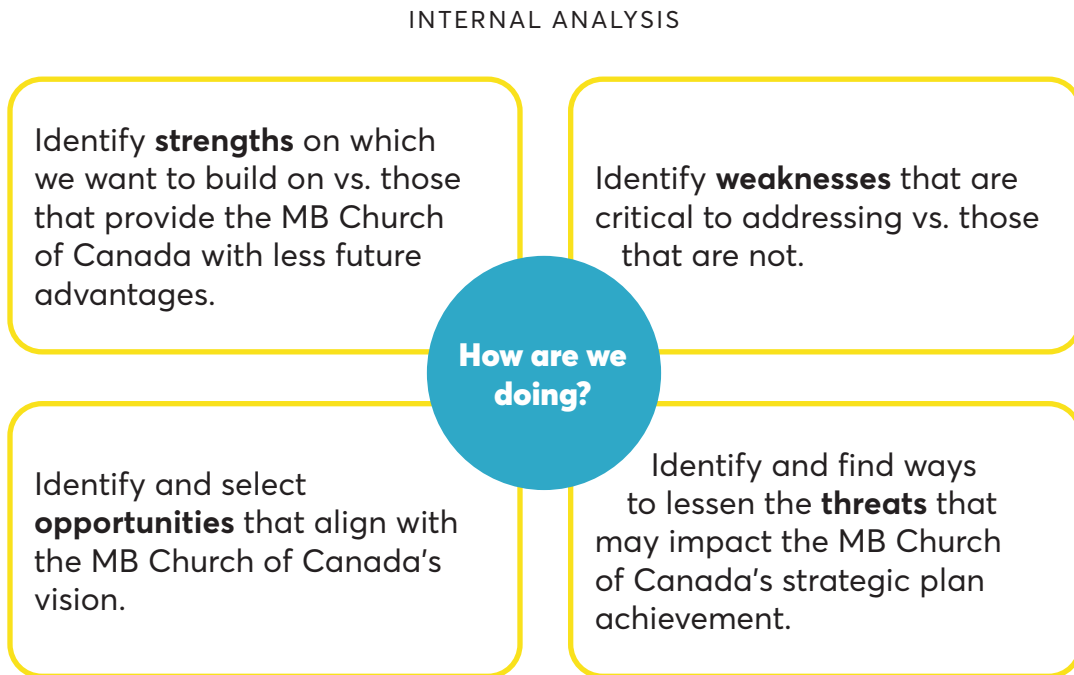
5. **We are church-focused.** Local churches, as expressions of Christ's body, are to announce and demonstrate God's Kingdom, and are central to God's work in the world. Therefore, all national and provincial initiatives must equip and serve local churches.
6. **We serve and lead together.** Jesus calls His followers to learn, discern, obey, and serve together. We therefore value hearing each other, serving together, deferring to one another, and reconciling our relationships. These processes take place in and across local, provincial, and national contexts. We invite women and men of our churches to lead collaboratively at all three levels, and count on them to nurture interdependent relationships with each other and with those they serve. Recognizing the diversity within our larger denominational family, we call all to our central identity, mission, ethic, and theological convictions as described in the *MB Confession of Faith* and other MB documents and resolutions.
7. **We steward resources on God's behalf.** Ever since the creation of the universe, God has given good gifts to humanity and has authorized humans to tend these gifts as His resource managers. As stewards we therefore, serve the MB churches and ministries in Canada responsibly and competently, exercising care and integrity as we oversee the funds and all other assets entrusted to the church for its ministries. We expect all who oversee the church's resources to demonstrate accountability and transparency.

Therefore, in keeping with these 7 values, we - the leaders of the MB Church of Canada will:

1. devote significant portions of our meetings (and personal life) to prayer, both spoken and silent.
2. weigh all our decisions in light of scripture, theology, and the MB Confession of Faith. We also commit to knowing the Confession in detail.
3. evaluate all of life, including our ministry work (processes, conversations, behaviours) in light of the MB understandings of how to behave as Christ's disciples. We will also ensure that all our decisions contribute to faithful discipleship among MB Churches in Canada. We will apply these commitments to all aspects of our leadership work—including our governance (i.e. generative, strategic, and fiduciary tasks), administration and management, and operations.
4. consider how our decisions contribute to God's mission of mercy and proclamation, through MB churches in Canada and abroad.
5. ensure that all our decisions serve the ministries of local MB congregations and provincial conferences.
6. conduct widespread, multi-level consultations in decision making. We will recruit men and women for all leadership opportunities. We will adhere to the guidelines and spirit of the collaborative model. We will value and be seen to value MB identity, mission, ethics, and theological convictions (as described in the MB Confession of Faith and other MB documents and resolutions).
7. oversee the people, finances, and assets of our conferences and churches with godly wisdom and Christian integrity which goes beyond what laws and good policies require. We will treat employees and volunteers with grace and dignity. We will report on all the ways we use the resources entrusted to us, with accuracy, transparency, clarity, and honesty. Our ministries will seek to model God's generosity while serving within their means, as God provides.

Current State Analysis

A current state analysis, or environmental scan, is a review of key elements that impact the MB Church of Canada – either positively or negatively. It is an exercise to consider key assets and opportunities for our family of churches. It also identifies gaps or vulnerabilities that could impede our success. The diagram below outlines the Current State Analysis process.



What follows is a sample summary of feedback on the MB Church of Canada’s strengths, weaknesses, opportunities, and threats identified by churches, staff, and Boards.

STRENGTHS

The MB Church of Canada is blessed with many strengths and God-given skills. These include:

1. An established denomination formed under an Act of Parliament
2. A well-defined presence in most Canadian provinces
3. An established mission agency with workers around the globe
4. A national seminary
5. The ability to offer Mortgages, accounting, and payroll services and investments
6. Churches of various sizes in both a rural and urban context
7. A robust theology that is both Evangelical and Anabaptist in nature and anchored in our Confession of Faith
8. A skilled workforce with depth in both academics and experience
9. The peace and reconciliatory nature of our theology
10. High regard for the importance of the church as the mechanism for mission

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11. Part of a robust international family of churches (ICOMB).
12. Commitment to collaboration
13. Godly leaders with a strong emphasis on the authority of scripture
14. Shared mission and commitment to Jesus and the gospel
15. A strong legacy of mission and work by a previous generation.
16. A community discernment and decision-making process
17. Strong relationships between churches and provincial conferences
18. Enthusiasm and commitment towards the denomination
19. Church support for greater collaboration

WEAKNESS

The MB Church of Canada also has areas where improvement is needed. Some items can be addressed by the National Assembly, National Assembly Executive, and staff personnel, while others require individual member churches to be accountable. Weaknesses can be changed—they are not fixed qualities. Weaknesses identified include:

1. Diminished trust between churches and provinces, and churches and the National office
2. Lack of interdepartmental cooperation/coordination within the denomination
3. Limited funding
4. Confusing polity
5. Lack of ownership at the grassroots level
6. Continued reliance on Legacy funding
7. Regionalism
8. Individualism
9. Multiple theological streams (Anabaptist, Progressive, Reformed)
10. Lack of church participation and ownership
11. Unclear leadership development pathways
12. Weak church planting systems
13. Scarcity mindset (financially, vision, collaboration)
14. No method of a productive national dialogue
15. Lack of clarity between national and provincial roles
16. Lack of process for clear and consistent communication.
17. Silos and competition
18. Complex structures
19. Multiple organizational cultures
20. Frequent changing of strategies and programs, with no systematic planning
21. Program-driven instead of mission-driven strategies
22. Lack of skilled resources at key organization positions
23. Financial resources are divided and not strategically deployed
24. Lack of MB identity, resulting in unclear or changing identity of churches
25. Lack of unification around core values and the common mission
26. Poor history of accountability

OPPORTUNITIES

At times there are changes in the operating environment that can benefit the mission of the organization. It is essential to recognize these changes and take advantage of the opportunity. These include:

1. Greater collaboration between all levels of leadership and between all organizations
2. More aligned structures for improved synergy
3. Opportunity for collective vision across the country in sharing resources
4. Increased support/buy-in from partner agencies
5. Opportunity for the creation of a cohesive leadership development pathway
6. Re-envisioning the shape and role of the national conference
7. Reduction of administrative redundancies, inspire a national vision
8. Implementing governance changes to increase accountability and reduce

- “disconnectedness” between Churches and leadership
9. Missionary work with new Canadians (diaspora) churches
 10. New strategic and tactical plans
 11. A network of missional hub churches from each province, working with a local and global mission as incubators and apprenticeship hubs
 12. A significant number of unreached people in Canada
 13. Churches, provinces, and agencies all serving together on mission
 14. Clarity on a mission to unite us and create alignment across organizations
 15. Strengthening collaborative relationships to increase mission engagement
 16. Alignment of structures to increase mission engagement
 17. Collaboration for greater collective impact as a denomination

THREATS

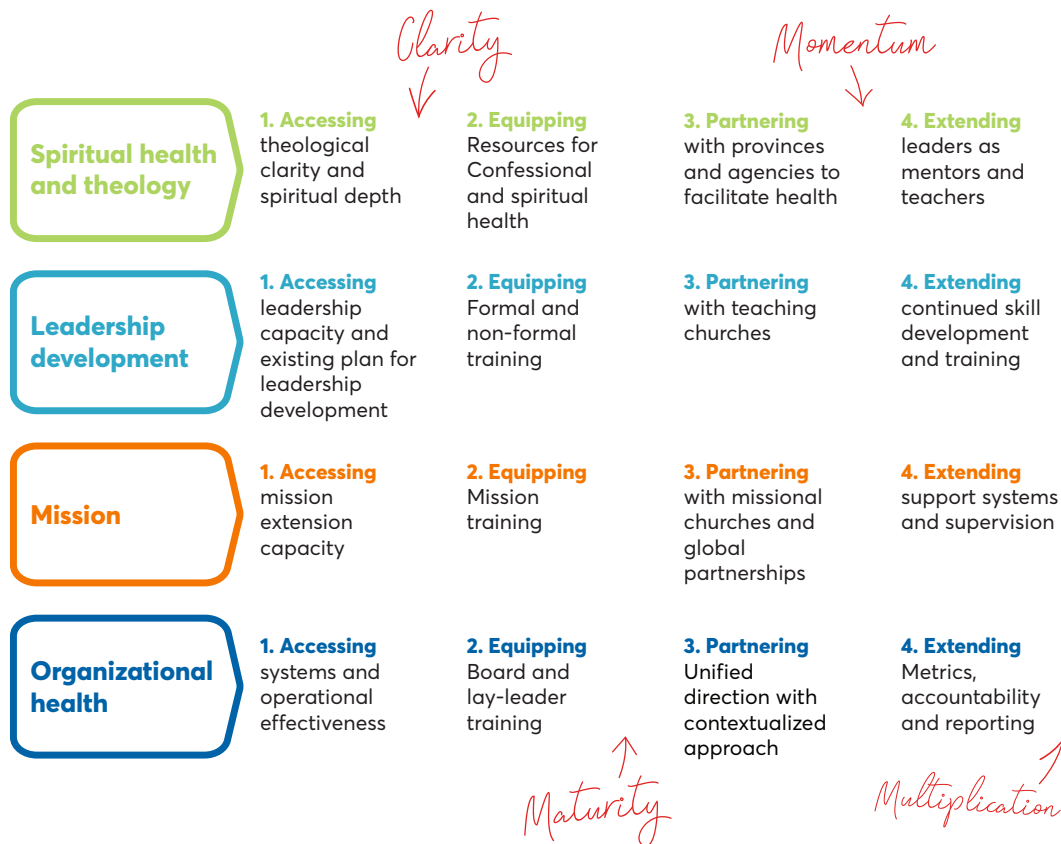
Threats are those things that we have little or no control over. That does not mean that we are helpless. It means that the MB Church of Canada has to take purposeful steps to mitigate those threats' negative impact. These include:

1. Progressive theology
2. Partisan attitudes
3. Regionalism
4. Uncertain finances
5. Lack of trust
6. Role confusion (national/provincial)
7. Inability to operate with fiscal prudence
8. Unclear polity
9. Churches that operate in the periphery and do not fully engage
10. A shortage of upcoming pastoral leadership carrying MB values and theology
11. Passive-aggressive behaviour
12. Inward focus instead of outward focus
13. Being satisfied with status quo, lacking vision for multiplication
14. Churches becoming more self-reliant, seeing interdependence as a weakness
15. Churches resourcing more north-south than east-west
16. Fear of failure and change, not wanting to take risks
17. Lack of humility and willingness to serve one-another, and to put others first
18. Changing structure without changing the culture

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Strategic Priorities and Activities

To cultivate a community of healthy disciple-making churches and ministries, the MB Church of Canada has Identified and defined four strategic priorities that will help get where we want and need to be. Below are the strategic priorities and activities for the next five years.



PRIORITY AREA: SPIRITUAL HEALTH AND THEOLOGY:

This strategic priority will help us achieve our mission and vision goals by cultivating and articulating a disciple-making theological centre grounded in our biblical convictions and expressed in our Confession of Faith. This will encourage pastors and churches to maintain an evangelical-Anabaptist spirituality, producing new disciples of Jesus. Although success in this strategic area will require contribution from all, the National Faith and Life team, in coordination with Provincial Faith and Life teams, Conference Ministers, Multiply and MB Seminary, will lead this priority area.

Key Deliverables:

1. Assessment tool for spiritual and confessional health of our churches and leaders.
2. Resources for spiritual and theological health in the MB Church of Canada
3. Update and upkeep of the Confession of Faith

4. Opportunities to engage with the Confession of Faith
5. Opportunities for study conferences and peer clusters
6. Credentialing processes, on-going pastoral support, and professional development of pastors.
7. Surveys of church and pastoral health, engagement, and trends

PRIORITY AREA: LEADERSHIP DEVELOPMENT

As we look towards cultivating a disciple-making culture two clear needs are evident: one is to support, equip and resource existing leaders and the other is to discover and develop new leaders. The Leadership development priority area aims to enhance MB pastors' and leaders' effectiveness in creating a healthy disciple-making culture. These objectives will be achieved through a combination of informal, formal, and non-formal education and training programs and ministries for existing churches, new churches, cross-cultural ministry, and marketplace contexts.

Although success in this strategic area will require contribution from all of us, MB Seminary, in coordination with Provincial teams, Conference ministers, the National Faith and Life Team, and Multiply, will lead this priority area.

Key Deliverables:

1. Develop assessment tools so churches can assess their leadership capacity and the ability to call out and equip new leaders.
2. Formal, informal and non-formal training.
3. Establishment of a network of teaching churches and partner schools.
4. Establishment of a continuing education requirement and process for pastors
5. Support and provide continued skill-enhancing tools, national leadership surveys, and development to existing pastors and leaders.
6. Survey churches for professional development plans and annual review process for staff
7. Build a national leadership database and leadership development stream.

PRIORITY AREA: MISSION

This area's objective is to facilitate and encourage our mission to be a disciple-making movement in Canada, and from Canada to the globe. This mission will require a well-articulated strategy that is integrated into all MB ministry areas. Although success in this strategic area will require contribution from all, Multiply, in coordination with Provincial teams, Conference ministers, the National Faith and Life Team, and MB Seminary, will lead this priority area.

Key Deliverables:

1. Assess the mission extension capacity of churches, and mission engagement opportunities through discipleship-focused surveys.
2. Facilitate mission training and immersing experiences for local churches and leaders.
3. Provide business capacity building partnerships in global mission contexts.
4. Facilitate (Build) the development of a network of reproducing missional churches and commitment to disciple-making towards church planting.
5. Continue support for mission with diaspora church planting, First Nations and international student ministry.
6. Establish global and local partnerships between churches in mission projects.
7. Create age-specific (Life stages) discipleship in mission resources

PRIORITY: ORGANIZATIONAL HEALTH

Healthy disciple-making communities are supported by healthy organizational culture, structures and systems. The aim here is to provide skill development and continuing education to those leading in critical administration and governance areas. Although success in this strategic area will require contribution from the National Council in coordination with Provincial teams, Conference ministers, the National Faith and Life Team, Multiply and MB Seminary, the principal organization (CCMBC) will lead this priority area.

Key Deliverables:

1. Define and develop an assessment process to analyze effectiveness of MB Church Canada governing boards
2. Create a pattern of training for those in administrative and governance roles
3. Establish measuring systems to monitor strategic priorities
4. Build and maintain proper levels of evaluation and accountability
5. Create robust two-way communication with the constituency
6. Share a church health self-assessment report card to be used annually with data that is centrally collated
7. Develop shared resource libraries for HR, administration, etc.
8. Develop and promote shared systems, technologies, best practices among churches
9. Implement common system or automated data integration/upload for statistical tracking

The Work of the Principal Organization as it Relates to Organizational Health

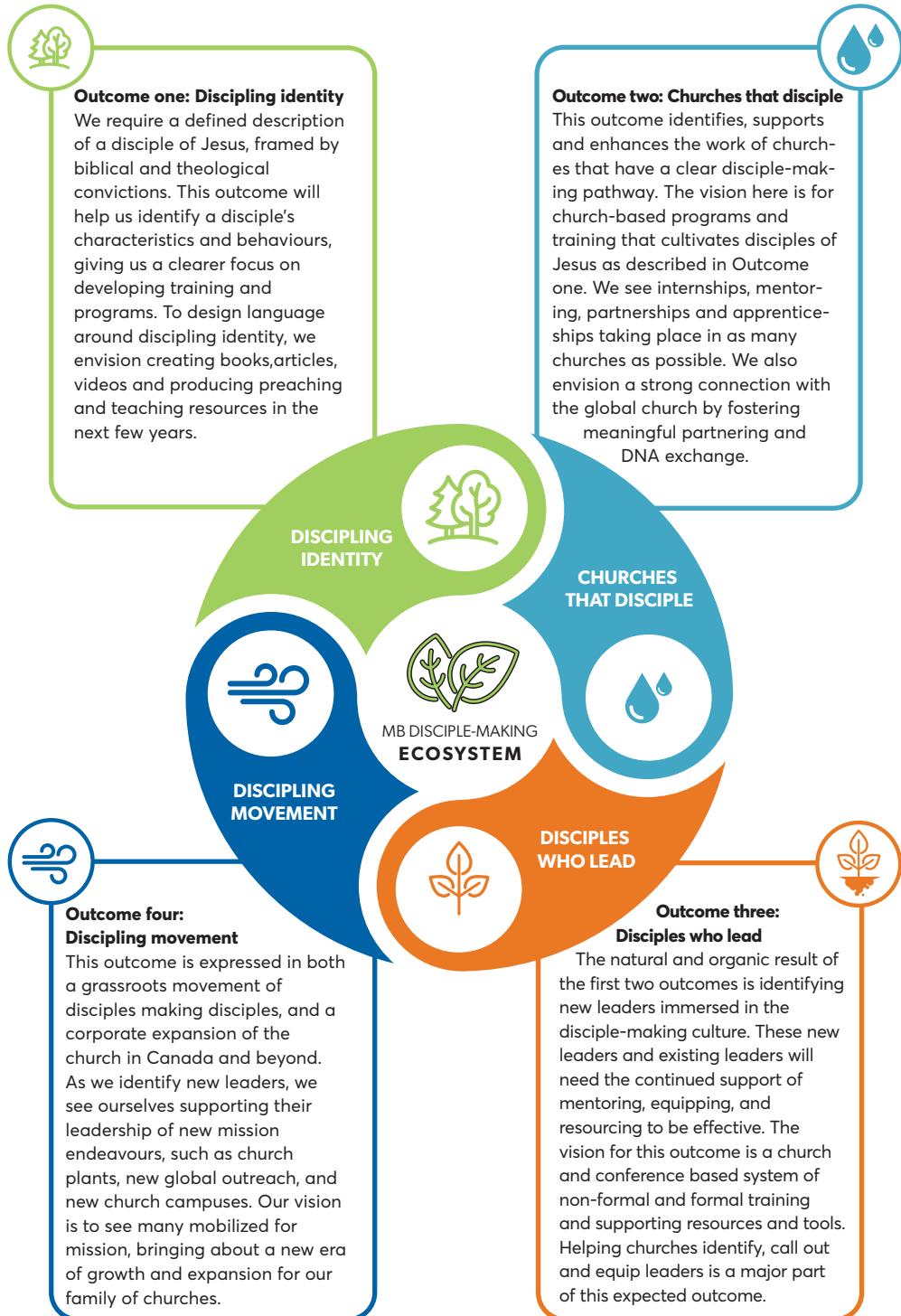
The National Assembly and National Assembly Executive will rely upon the Principal Organization to carry out four main responsibilities related to supporting the CUSP:

1. Implementing and supporting the shared measurement system
2. Coordinating and monitoring results of mutually reinforcing activities
3. Facilitating and offering systems for continuous communications
4. Providing data collection, analysis and reporting services.

Each year, the Principal Organization will offer a report to the National Assembly to assess its status, progress, and performance in each of these 4 areas.

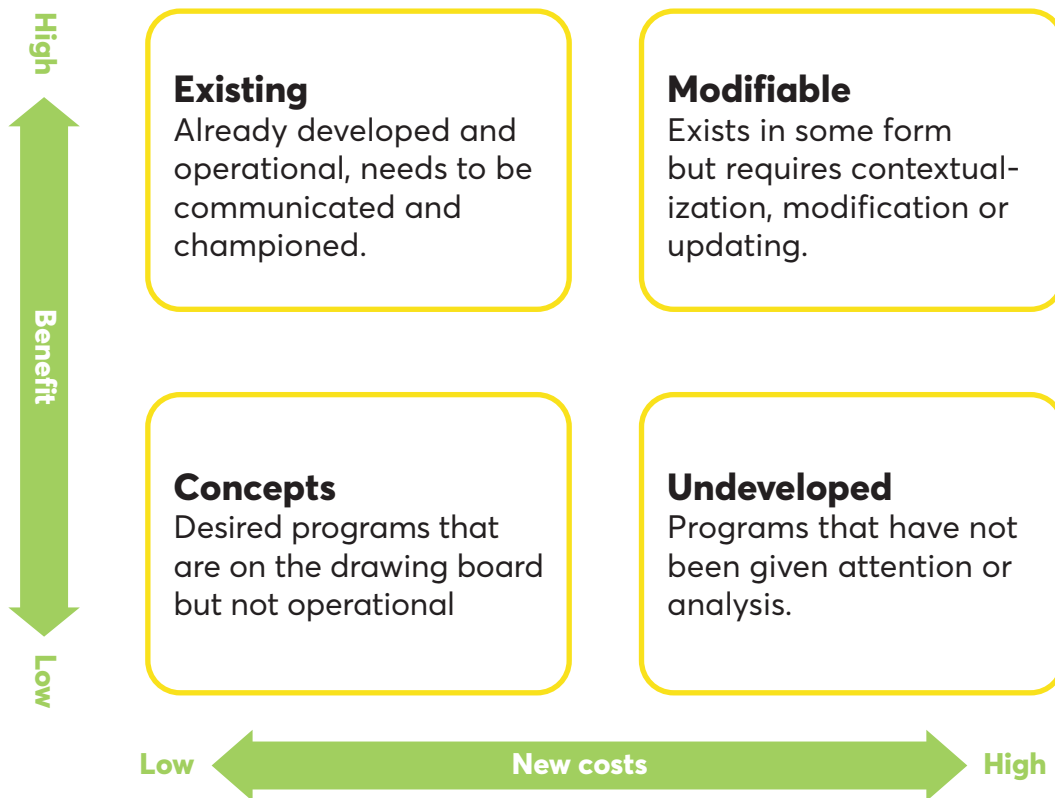
Expected Outcomes

The CUSP identifies four outcomes continually feed into one-another and cultivate our MB Disciple-Making Ecosystem. These are:



Prioritization of Activities

Determining which activities to focus on first is one of the most significant challenges of implementing a strategic plan. A process is needed to prioritize the actions steps to concentrate resources on achieving its strategic plan, while also outlining the key benefits and costs of each activity.



ACTIVITY PRIORITIZATION PROCESS**Implementation Suggestions**

The strategic planning exercise is beneficial in itself for articulating a shared vision of the MB's values, priorities, and activities. However, if it ends there, we will only realize a small fraction of the benefits that might accrue through the full implementation of the strategic plan. To gain the full benefit of the strategic plan, it must be implemented in a way that helps to guide all actions of staff and boards. For example, it must remain integrated into annual planning, decision making, and reporting of the MB Church of Canada. Finally, it must also stay in the minds and hearts of the people.

Ways to do this include:

1. National Director, Provincial Directors, boards and senior management carry the strategic plan at all times
2. The National Assembly reviews the strategic plan as part of orientation activities after each nomination cycle
3. Staff review the strategic plan at least once annually
4. The strategic plan is used to set annual goals and allocate financial resources (budgeting)
5. The strategic plan is used as the basis for staff reports to boards
6. The strategic plan is used as the basis for board reports to the community
7. Staff and board portfolios are aligned to the strategic priorities
8. The strategic plan is effectively communicated to the constituency
9. The strategic plan is made available on national and provincial websites

KEY PERFORMANCE INDICATORS

The following are a few indicators of strategic success or failure and can be used to measure and adjust goals.

SPIRITUAL HEALTH & THEOLOGY

- Assessment results & trends (survey results)
- Participation level in equipping (attendance at conferences/events)
- Effective new pastor credentialing and orientation
- Engagement with the Confession

LEADERSHIP DEVELOPMENT

- Assessment results & trends (survey results)
- Participation level in equipping
- Participation level in partnering
- Regional analysis collected by region.

MISSION

- Assessment results & trends (survey results)
- Participation level in equipping
- Participation level in partnering
- Number of churches started; number being established; number added to membership
- Number of new churches started as a result of our global outreach

ORGANIZATIONAL HEALTH

- Assessment results & trends
- Participation level in equipping
- Participation level in partnering
- Number of requests/evaluations completed
- Number of churches involved in programs

DENOMINATIONAL HEALTH DASHBOARD FOR EXECUTIVE BOARD

- Growth/ shrinking patterns of membership/attendance
- Attendance at provincial/national conventions & total ballots cast (trend analysis)
- Financial support trends

PRINCIPAL ORGANIZATION

- Church engagement
- Church financial support
- Member Organization report card (participation, program)



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