

Report of the President to General Assembly 2024

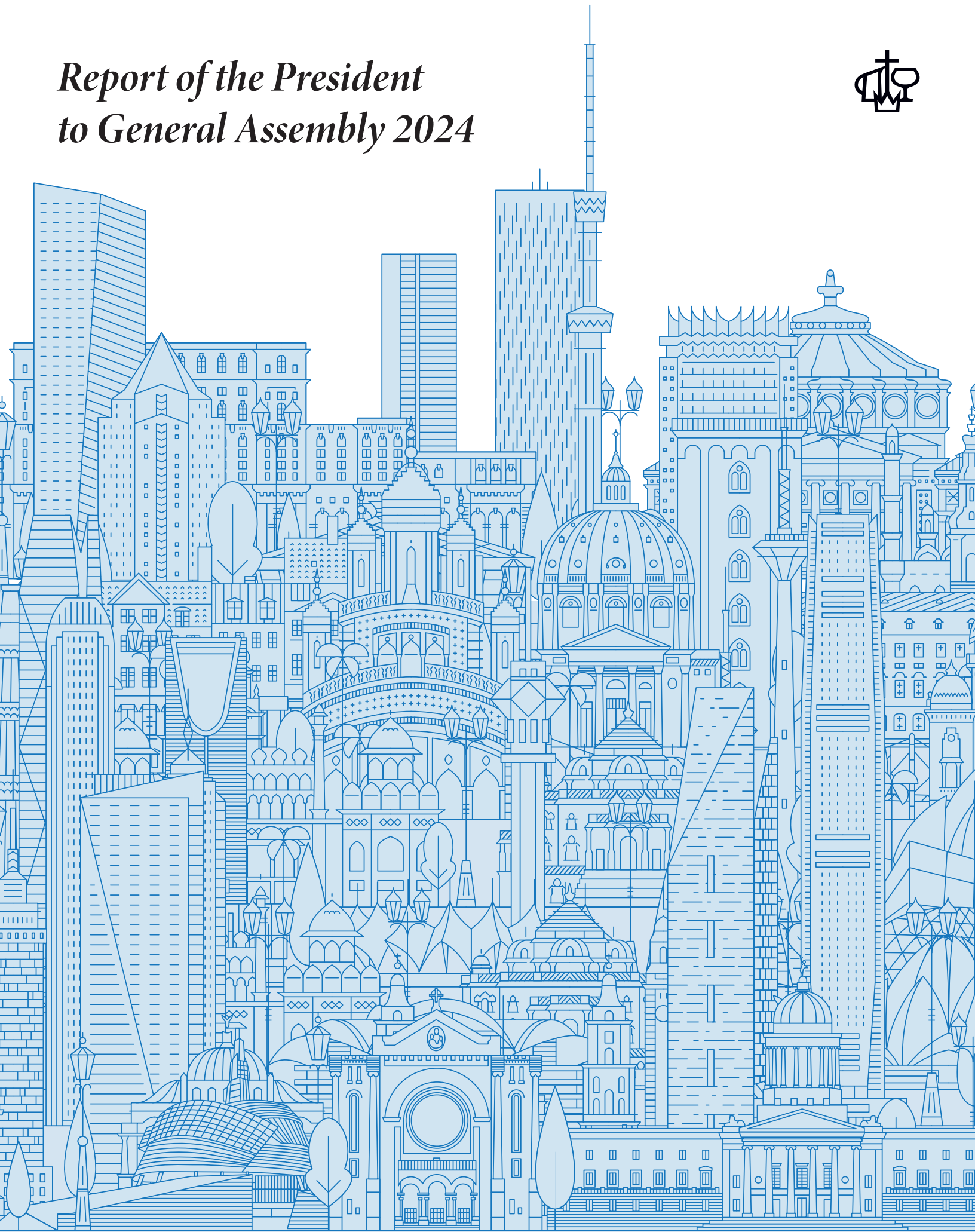


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1 INTRODUCTION


Making much of Jesus

Warm greetings to the 2024 General Assembly of The Alliance Canada. It seems like just yesterday that we were together at GA2022, and yet in other ways it feels like that was a lifetime ago. At that time, I shared with you my vision for The Alliance “to expand the fame of Jesus by adapting our structures, systems, and strategies to unleash the latent creative potential God has placed within us today while simultaneously preparing us for the challenges and opportunities of tomorrow”. Incredible opportunity stands before us, and I believe that we are being presented with a once-in-a-generation opportunity for positive change. It will likely require a decade of both consistent and significant cycles of discernment, discovery, adaptation, and transformation to reach our goals. Yet, our roots provide us with a strong foundation from which we can do the hard work of discerning the times today and preparing for the future.


Serving in the role of president for these past two years has reinforced my recognition that our service is only possible by the empowering grace of God lived out as an active practice and reality in our daily lives. There are some words that have been taking up significant space in my thinking lately; words that lead me to an ever-increasing dependence on God. These are words such as: *abiding in Jesus, hope, anticipation, imagination, open hands, and the Father's glory*. I am so excited about the future and what God has in store for our movement. Gratitude (with the appropriate hesitancy that the unknown brings at times) for what the Lord is doing and my expectancy for what he is about to do continues to grow. My heart's desire is that The Alliance Canada (TAC) will bring much glory to God, and that together we will serve in our roles with excellence.

I want to remind you that I am not a 'go it alone' kind of leader, nor do I want to be one. The Lord has continually worked through my life by inviting me into circles of listening, dialogue, and discernment with others. Assembly is the perfect opportunity for us to gather and reflect on what God is doing, and what He desires to do in and through us as we serve together. As you read through this report, I trust you will be encouraged by the stories it contains, take time to prayerfully review our strategy, and reflect on the potential impact that planned and current initiatives represent for our movement.

This is our mission and our time to make much of Jesus. Let us walk forward together, strengthened by His grace (Heb.13:9) in the confidence that He does not change, and that He is calling and equipping us for such a time as this. Lord, have your way with The Alliance Canada and may Your name be glorified!



hope
Father's glory
Jesus
Abiding
anticipation
imagination
open hands



2 GENERAL ASSEMBLY 2024 THEME

The theme for General Assembly 2024 (GA2024) is *Multiplying Disciples Everywhere*, taken from our Vision Prayer. TAC has been praying our vision for decades and God is answering this prayer. Our four-day gathering in July is so much more than just another event and its collective elements. Assembly offers us an opportunity to come together as the Alliance family to fellowship, to spend time discerning together, and to see with fresh eyes the majesty and mission of Christ. It’s a time to reflect and be reminded of who Jesus is, who we are in light of this, and what He is asking us to do.

As we spend time in prayer leading up to GA2024, let’s be filled with anticipation. The Alliance Canada is a movement. We are not passive, nor are we stationary. God is at work in us, transforming us to be Christ-centred, Spirit-filled, and Mission-focused. He has called us to multiply disciples everywhere and the term multiply means increase. This increase is not just in number, but in influence, intensity, impact, passion, and presence. We are in this together and Assembly is all about how we do this serving together with excellence.

The assembly planning team is hard at work creating a simplified atmosphere and schedule for GA2024. I want them to *take us to church*; to create time for us to reflect on Jesus; to ponder and wonder at his glory and splendor. At Assembly, we are going to hear terms such as *faithful* and *fruitful*. Our focus will be on the entrepreneurial, with stories and sharing focused on inspiring and calling our local churches, pastors, and leaders to a clear and ongoing response that is actionable at the local church level.

As I noted at GA2022, this next chapter will require the best of us. It will require humility and an openness to allow Christ to lead in and through us for the sake of His glory and fame. It requires all of us to mobilize around the centrality of Christ and His mission. Let’s come ready to celebrate and spend time as a family. Let’s come ready to respond. Assembly is going to be an amazing launching pad for our movement toward increased reach and impact for Christ.



3 VISION



*O God, with all our hearts we long for You.
Come, transform us to be Christ-centred, Spirit-empowered,
Mission-focused people, multiplying disciples everywhere.*

The Alliance Canada Vision Prayer is our vision. It is a clear declaration that with all our hearts we long for God. We long for his presence in our lives and are committed to not moving forward without his presence going with us. We cry out for Him to transform us to have the kind of faithfulness that results in ever increasing fruitfulness. The testimony given by Rev. A.B. Simpson on September 12 [1915], in connection with the 50th anniversary of his ordination, notes: *“There is a remarkable passage in Isaiah telling us that when the Spirit is poured out from on high, the wilderness shall become a fruitful field, and the fruitful field shall be counted for a forest. When that experience came to him, the field of his former ministry, which had seemed so fruitful, suddenly appeared barren and withered, and he felt as if his true ministry had scarcely yet begun.”*¹

I truly believe that our past efforts pale in comparison to what God wants to do in and through us. Like Simpson, I feel that the full scope of our ministry has scarcely yet begun. I am praying the Lord will transform us to be a movement of faithful followers and churches who deeply abide in Christ and are experiencing ‘significantly increased fruitfulness’. I’m praying that we will become a movement exhibiting and embodying a grace-filled and anointed culture. While plateaus may be experienced as part of the journey, my prayer is that these will not be a common story, but rather that ‘prevailing’ is our normative experience, and this is what TAC is known for.

I believe that John 15 will become a foundational theme for us over this next season. To experience this strengthening of faithfulness and increasing fruitfulness will require of us great humility and perhaps even greater sacrifice as the gardener prunes the good for what is even better. It will require us to ask important questions such as, “Who are we?” and “What is Jesus inviting us into?”

John 15:5

I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing.

The Alliance is an entrepreneurial movement of faithful followers of Jesus committed to lifting high the name of Jesus and bringing glory to God. Our hope is that all might hear that Jesus is alive, He saves, and, if you place your trust in Him, He changes absolutely everything! I am so eager for us to explore together every mode and method that our movement can effectively utilize to achieve our mission and for us to adopt increasingly entrepreneurial ways of thinking and engaging. I am equally eager for us to examine how we can be more faithful and increasingly fruitful in areas we have identified together that need to be strengthened, clarified, and adapted—all for the name and fame of Jesus!

¹ A.B. Simpson, *Personal Testimony - Sanctification - Alliance World Fellowship*. (2018, May 24). Alliance World Fellowship. <https://awf.world/repository/a-b-simpson-personal-testimony-sanctification/>

4 STRATEGIC ROADMAP



MULTIPLY
DISCIPLES
EVERYWHERE

As a mission movement, we remain steadfast in our belief that God's sovereignty can guide us in unexpected directions. Ultimately, He is our guide, and together we are following His lead. Therefore, we are calling the new strategy a roadmap (see [Appendix 1: Strategic Roadmap](#)). This roadmap is not only a guide designed for our national and international work; it is a strategic roadmap for all of us, serving as a guide for each of our ministries and our daily lives.

What exactly is Jesus inviting us into? He is calling us to be a deeper life and disciple-making movement. We, through Jesus, multiply disciples as we follow Jesus. It is as we follow Jesus that God strengthens who we are and—by His Spirit—clarifies and adapts what we do and where He is calling us to serve.

For TAC, serving is about bringing the Gospel to those with the greatest need for access to Jesus. It's about being mission-focused with clarity and using our resources effectively to increase our reach and impact. With the launch of a new strategy comes the opportunity for us to hear afresh from God. This is a time to look to the future with fresh eyes and explore how we are going to do this together. As we think about who we are and what Jesus is asking us to do in this next season, there are four areas that are important for us to focus on:

- Prayer
- Leaders
- Ministries (National and International)
- Stewardship and Effectiveness

As a deeper life and mission movement, we are committed to deep abiding with Jesus (Jn. 15:5) and to His courageous imagination (Eph. 3:20) working in and through us for His name and fame.

4.1 Roadmapping Process

We will dive deeper into each area of the strategic roadmap later in this report. First, as you may recall, GA2022 resolved that: *The development of a new strategic plan be prioritized as the key deliverable of the president’s first year in office, and that: 1) Whereas regional cultures and local church cultures vary; and, whereas God gifts believers in local churches to serve as a body in their particular mission fields; and, whereas each community has its own identifiable needs, and spiritual dynamic, listening circles of constituents, national and international, be part of the president’s development of a strategic plan.*



Following GA2022, between September 27, 2022 to April 20, 2023, I facilitated a series of 16 listening circles, called Circles of Dialogue, across our six districts and also with our International team. In all, 608 individuals participated in person and 82 participated by survey. This process asked our licensed workers the following four sets of questions:

- What is going right? What do we need to optimize (strengthen)?
- What is broken? What do we need to fix (adapt)?
- What is confusing? What do we need to clarify?
- What is missing? What do we need to add?

Responses from the Circles of Dialogue were tabulated and weighted with a final Circles of Dialogue Report produced and provided to TAC on [MyAlliance](#). Feedback from these dialogues has been carefully reviewed to help inform the formation of the strategic roadmap.

One thing was made very clear throughout these dialogues—we share a common goal—that the name of Jesus and his glory increase in all we do. Also communicated was a collective desire for greater alignment and national unity on our macro strategy and focus, while still maintaining the opportunity for unique contextualization. An aligned strategy is powerful when it's attuned to the specific context in which it operates. Contextual freedom provides the flexibility and adaptability needed to navigate diverse environments and challenges. When these two elements converge, organizations can leverage their strategic direction while remaining responsive to the nuances of their surroundings. This synergy fosters innovation, resilience, and the ability to capitalize on emerging opportunities while staying true to overarching goals and values.

As we move toward an even greater unified approach of serving together, we need to explore every opportunity to engage in common and shared approaches—shared mission, shared information, shared research and resources, shared services—and invite others to join us and partner together with them to expand and maximize our impact.

This same motion also stated: *2) The Board of Directors request the president’s office to produce a monitoring report of the strategic plan each year, which will include initiatives undertaken and planned, progress towards goals, and the matrix by which progress or lack thereof can be measured.* While work on this is already well underway, post Assembly further work will begin on a detailed dashboard to provide ongoing transparent reporting to our workers and churches. Objectives and key results (OKRs) for identified regions and people group priorities and growth areas will be developed to track progress. Key

performance indicators will be used to show progress on the strategic roadmap. It's important that we monitor our progress together with transparency and with open hands, being ready to pivot and change as needed and directed by the Lord.

At Assembly, we will demonstrate a Power business intelligence (BI) tool that will allow us to take a deeper dive into key metrics within the strategic roadmap, providing us with important data on our leaders, churches, and other areas as we seek to measure progress (see [Item 8- Stewardship and Effectiveness](#) for more information).

Item 3 of this motion stated, *"The new strategic plan takes into consideration the critical shortage of new leaders, the necessity of exploring new paradigms for ministry practice and training in light of global crises we are experiencing, with special attention to the use of technology and its implications for our work."* Leaders were highlighted in the Circles of Dialogue as both something 'right', with TAC leaders often possessing depth, humility, and wisdom. It was also highlighted as an area to 'strengthen, clarify and adapt'. Our leaders are core to our ministries and thus are a growth driver in the strategic roadmap.

The BI tool noted above can also map out demographic, ethnic, and psychographic data for specific areas in Canada, right down to municipalities within towns and cities. Information available through the Canadian government website also provides resources in these areas. Through such technology, local church leaders will be able to access important details regarding those who live in their area and use this data to be intentional and contextual in how their church serves its community. For those seeking to plant a church or engage in a New Venture related to a specific people group, data can help inform where these people live and suggest the most effective location to start from. The possibilities only expand from there. This is just one example of how technology can strengthen our ministry work, clarify our focus, and help us adapt our approaches. How we intentionally use technology to support our mission efforts will continue to be an ongoing area of exploration for TAC. It will also play a significant role in the development of the strategic roadmap's dashboard. Over the next 10 years, the strategic roadmap will be focused on TAC being intentional and tactical in all we do, in the decisions we make, and how we do our ministry, both internationally and here in Canada.

4.2 2034 Faith Goal

4.2.1 A Call to Courageous Imagination

2033 is recognized as the 2000th anniversary of the resurrection of Jesus Christ. In response to this, many Christian organizations across the globe will be focusing on 2033 as a key milestone. As an organization, we feel called to broadly align with the global Church towards this important marker in church history. While preparations leading up to any milestone are important, what is even more critical is a plan on how to engage afterward. We need to ensure that initiatives and plans, which have taken nearly a decade to prepare, are well-supported by a strong foundation and have clear tracks to run on into the years to come. Our faith goal is focused on 2034, which represents not only a 10-year strategic path from now but is also an Assembly year with a presidential election, making it a good target for the fulfilment of strategic outcomes.

We serve a God "who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us" (Ephesians 3:20). As a deeper life and disciple-making movement, we need to abide deeply in Jesus (John 15:5) and rely on His courageous imagination as He works in us and through

us for His name and fame. I am calling The Alliance Canada to courageously imagine what our awesome God can and will do in and through TAC in the next decade as we faithfully abide in him, to ask Him to increase our fruitfulness, and then trust Him for more in all of our growth driver areas: Prayer, Leaders, Ministries, and Stewardship and Effectiveness.

4.3 Growth Drivers

4.3.1 Engaging in Ambitious Priorities

Achieving significantly increased fruitfulness requires us to look at what we are currently engaged in and to assess current levels of fruitfulness. We also need to consider what we are not doing that perhaps we need to initiate. Often, when we realize we are facing a challenge or that change is needed, we begin to look for a resolution—what aren’t we doing and what should we be doing? Like the driver who sees a tree looming in front of them during a skid and begins to drive right toward what they should be avoiding; leaders can tend to fixate on the problem. As leaders, we can be inclined to return to trusted concepts from our ‘folder of preferences’. The better response is to look to where we need to be heading. We need to ask ourselves—where is Jesus?

Sometimes change requires more than maintaining the status quo. Incremental change is needed, but affecting the kind of adjustment required to break through areas that may be stuck can require a ‘step change’. This is a change significant enough to produce the desired effect that slower more methodical change might not achieve. This is why each growth driver (Prayer, Leaders, Ministries, and Stewardship and Effectiveness) has 3-5 year focus areas designed to affect a step change. Some of these initiatives are already underway, some are new, and some are still being discerned or developed. Some are described in this report and others will be highlighted in the verbal report of the president at Assembly. I encourage you to consider each carefully in light of the potential they represent for our movement.

3-5 year focus for national and international

 <p>Unified Prayer</p>	 <p>Leader Development</p>	 <p>Next Gen</p>	 <p>Church Health and Multiplication</p>
 <p>Deepened Alliance DNA</p>	 <p>Stewardship and Effectiveness</p>	 <p>Cultural Engagement</p>	 <p>Global Partnerships</p>

5 PRAYER

First and foremost, undergirding everything is prayer. It remains a core value of The Alliance Canada—we do nothing until we pray. Jesus’ use of the metaphor of the vine in John 15:5 is intentional. We can only be fruitful if we abide in Jesus. We recognize that to achieve the objectives outlined in the strategic roadmap, we desperately need divine resources and breakthrough. More importantly, we need to be uniting in our pursuit of God—intentionally abiding in Christ in everything we do, not just personally but corporately. We need to ask ourselves how we can cultivate environments in which people are regularly encountering God in transformational ways. We need to be intentional in mentoring others to pray, especially the next generation.

The Alliance Pray! Team’s (APT) work has been instrumental in developing valuable prayer resources over the years. While this team has wound down its work, a debt of gratitude is owed to them as they have faithfully served The Alliance Canada, raising prayer as a key focus, especially at General Assembly. Thank you, Alliance Pray! Team on behalf of TAC.

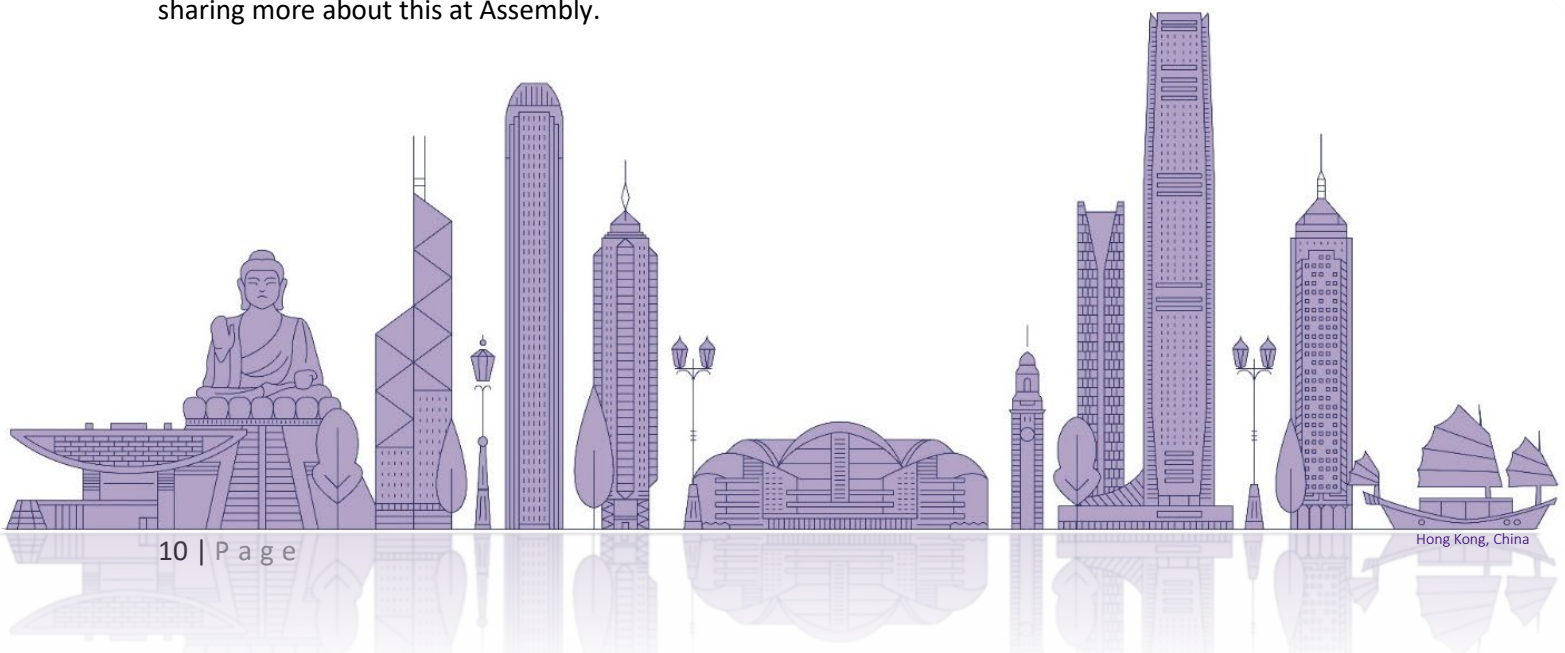
There are numerous people, including the former members of APT, who faithfully pray across our movements. They are like burning embers scattered across TAC. Imagine bringing these embers together and how much larger the fire would grow.

Prior to Assembly, Curtis Peters, District Superintendent (DS) in the Eastern Canadian District (ECD) (on behalf of the DSs, and the National Lead Team (NLT)) gathered approximately 60 known prayer leaders across TAC on a discernment journey for how to increase prayerfulness in The Alliance.

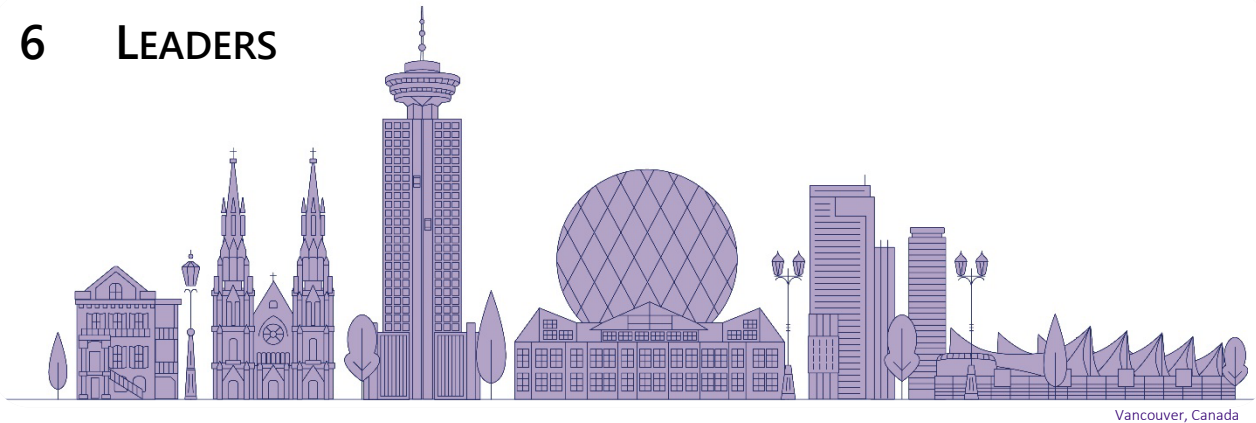
Developing out of this initial discernment process is a strategy to unite us in faith-filled prayer and disciple-making. The focus is not on launching a national or district-led prayer strategy. We want unified and focused prayer to be the strategic approach that all of us take for mission. From the grassroots up, this is a call for us to increase our prayer and pursuit of God’s presence, personally and corporately. It is a call for us to collectively foster a culture of expectancy for divine encounters that result in changed lives and calls to mission. For our intercessors and each one of us, this is a call to mentor the next gen. We will be sharing more about this at Assembly.

John 15:4

Remain in me, as I also remain in you. No branch can bear fruit by itself; it must remain in the vine. Neither can you bear fruit unless you remain in me.



6 LEADERS



6.1 Overview

In the past, we have discussed leader development in relation to the identification of new leaders, with a focus on addressing the attrition rate of our leaders—and rightfully so. Many of us recall the moment at GA2016 when Ryan Graham, National VP, divided the room in half and noted that half of the leaders present that day would be gone in 10 years. That was June 1, 2016, and at that time, we had 1650 official licensed workers. Ryan noted that by June 1, 2026 nearly a third (509) of our workers would be eligible for retirement—meaning that 1/3 of Alliance leaders would need to be replaced in that 10-year period. This was a sobering moment as we reflected on what is clearly an area that we must continue to strengthen.

In the Circles of Dialogue, you identified leaders as something that is right. The Alliance Canada is blessed with leaders who possess depth, humility, and wisdom. It was also recognized that there are areas to strengthen, clarify and adapt, such as the need for diversity in leadership that reflects the communities where churches and/or national and district offices are located. Other areas were also identified, including increasing pastoral care, training and resourcing churches to raise up and empower lay leaders, etc. The strategic roadmap will be addressing the development of our leaders with a focus on the following three key areas: 1) New Leaders (Next Gen and Next Era); 2) Existing Leaders (Licensed And Lay); and, 3) All Leaders.

Resources are being developed, focus areas are being planned or are already underway, and some roles have been refocused, all with the goal to identify, develop, equip, and launch our leaders, whether they are just beginning, journeying in their ministry, or seeking to finish well.

6.2 New Leaders—Next Gen and Next Era

In the Circles of Dialogue, our workers indicated that clarity is needed on, “What are the additional pathways and structures to develop new leaders and who is responsible?” It was also agreed that engaging the next gen is an area we need to optimize. Mentoring and nurturing younger leaders is key to raising up the next era of leaders.

6.2.1 Invest in Next Gen Opportunities and Development

The Alliance Canada is committed to engaging the next generation for Christ. Next Gen is a key priority in the strategic roadmap, and to build a strong foundation for this area, a Next Gen Developer is being hired to provide direction for this area nationally in collaboration with the NLT. The VP International, Damien

Lee, provides oversight and direction internationally. A session at Assembly has been set aside for us to dialogue about Next Gen and how we can be most effective at inviting them to be on mission with Jesus. Discussing how we can engage the Next Gen in a manner that is meaningful to them is important.

In Canada, [Envision Summit](#), a four-day leadership conference offering young leaders between 18 to 28 a space to collaborate and be equipped, is a great way for Next Gen to engage. This year, Summit is being held from May 7-10, 2024, in Toronto, Ontario. Pray that God will use this time to enrich lives and speak to participants personally about their engagement on mission for Him. Greenhouse is another opportunity for young leaders in TAC. Greenhouse provides diverse young leaders with meaningful mentoring relationships and creative environments to foster growth and collaboration that goes beyond the local context.

One of the current initiatives underway to help us engage with the Next Gen internationally is through Envision experiences. At Assembly, we will be rolling out information opportunities where individuals between 18-28 years old can travel overseas with a group of their peers and interact with our teams, who are ready to engage them in Alliance DNA, deeper life, and to pour mission-focus into their lives. These are amazing opportunities that provide the Next Gen with a look at where TAC is working and the many types of ministries we are engaged in internationally. Potential locations include Central America, Europe, Africa, Asia, and the Middle East. Our hope is that 50% of participants for these trips will be under the age of 28, and that through these experiences we will witness young people hearing a call from God and engaging with TAC in ministry and mission. Take some time to stop by the Envision booth at General Assembly and chat with Kris Corbin, Envision Coordinator, for further details.

6.2.2 Onramps and Pathways

Imagine you are a teenager in one of our youth groups and you hear God's call into full-time ministry. You connect with your pastor for information on Alliance onramps and pathways only to discover that these are not only far from your place of residence, but also beyond your financial means. How might we come alongside such individuals and help them achieve the training needed to become the next leader in The Alliance? Part of the answer to raising up the next era of leaders lies in going back to our roots and proactively identifying, developing, equipping, and launching our leaders within our local contexts and broader regional cohorts across the country. As I travel with our leaders, it is interesting to note that those 45 years old and over might spend their time reminiscing about time spent at Canadian Theological College (CTC), or past times together at Ambrose University or École de Théologie Évangélique du Québec (ETEQ). However, our current reality is that most of our younger leaders are coming from over 100+ academic institutions across the country. Their backgrounds bring a rich diversity to our movement and are also a reason for us to reflect on how we identify, develop, and equip our leaders. Over time, and as with other denominational leaders I have spoken with, we have left much of this responsibility, almost exclusively, to academic institutions. While academic institutions play a vital role, more direct denominational involvement is imperative. What if we were to directly engage with students by identifying leaders, creating learning communities of connection and care, providing grants, and placing people in cohorts as part of their formal formation years and even ongoing? This is something we need to explore carefully, alongside our continued engagement with educational institutions.

The presidents of Ambrose University and ETEQ have provided their reports to GA2024 and are available on the [GA2024 pre-read site](#).

6.3 Existing Leaders—Licensed and Lay

6.3.1 Licensing and Ordination

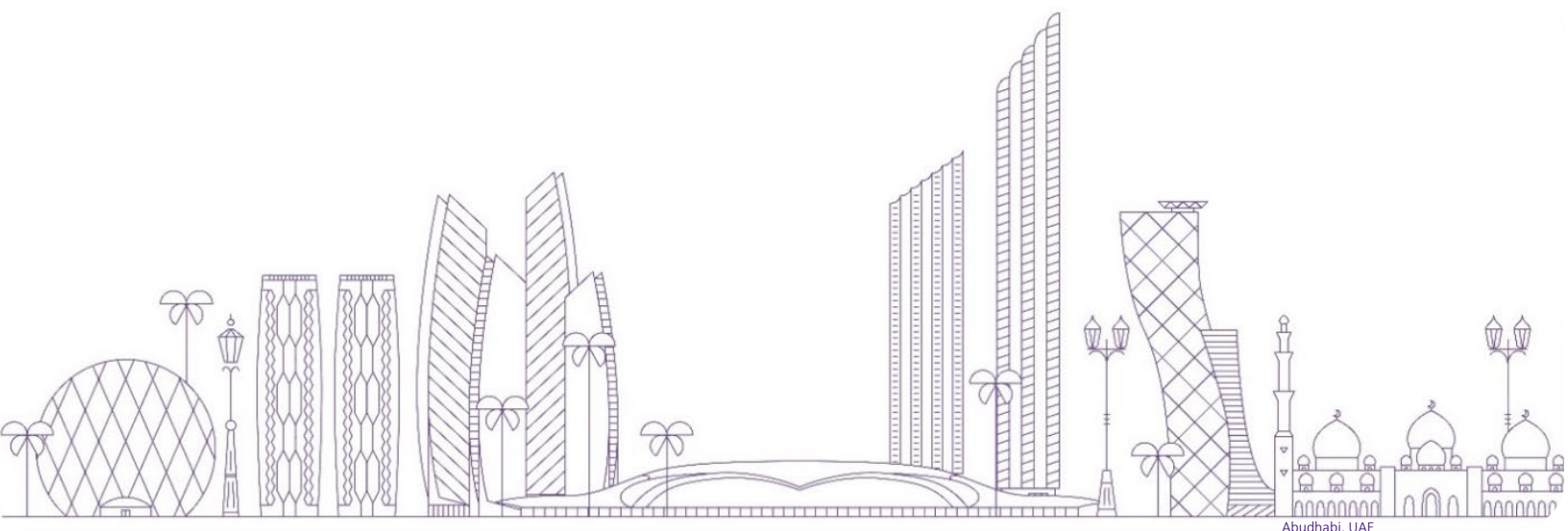
General Assembly 2018 resolved that the Board of Directors fully implement a new, updated, and uniform ordination and licensing process by General Assembly 2020. This has been a long process, and it is exciting to see this move forward. The alignment of licensing and ordination is key to strengthening and equipping our new leaders and building core competencies. Item 2.4.3 of the Board of Directors Report to GA2024 notes that the Board of Directors approved changes to the Ordination Policy, and the president in collaboration with the National Licensing and Ordination Committee (NLOC) and DSs, published updated Ordination Requirements. The District Superintendents have agreed on core competencies and areas that must be completed, while retaining the ability for each DS to contextualize specific requirements to address the varying contexts that exist in each district.

6.3.2 Ongoing Professional Development for All Workers

Ongoing professional development is a focus priority for all our licensed workers. As we become more strategic in our approach to our international calling, we begin to place higher leadership responsibility on our leaders globally. To increase their effectiveness, influence, and confidence, International is beginning the process of building a comprehensive professional/leadership development pipeline that will support and build our international workers and create a clear path to discovering and equipping emerging leaders in all areas of the world. Paul Brooks has moved from his primary focus on Gateway and role as International Strategy Director, Mobilization and Partnership to serve as the International Leadership Development Director and will be giving oversight to this area. The pipeline will begin to impact IW leaders in 2024 and, Lord willing, will rapidly build capacity and strengthen IWs into the future.

6.3.3 Increasing New Ventures, Discerning Communities, and Apprenticeships

New Ventures (NV) bridges two strategic areas: leaders and ministries. The NV approach encourages leaders to engage in a Discernment and Discovery process. As a result, NV often becomes a place that enables new leaders to learn about The Alliance Canada and clarify and consider what Jesus is saying to them. NV has also become a landing place for existing leaders who are in a season of transition, sensing that God is leading them to something new.



Abudhabi, UAE

Below is a list of just a few of the leaders who tapped into the NV process and discovered new areas of service within TAC over these past two years:

- Caleb Besiata is now a pastor at Prairie Alliance Church in Portage la Prairie, Alberta
- Santiago Benevides now leads Àrbol de Vida (Tree of Life), a New Venture based out of Mississauga, Ontario
- Dylan Armstrong is now the leader of North Glengarry New Venture in Alexandria, Ontario
- Jeanette Boehm is now the leader of Love Drayton New Venture in Drayton, Ontario
- Darin Martin is now the leader of Dundas New Venture in Dundas, Ontario
- Christina MacBean is now the leader of Butterfly Way Muskoka in Utterson, Ontario
- Kimberly Lobbezoo is now working as the Personnel Administrator (Licensing and Ordination) for the Central Canadian District (CCD) in Burlington, Ontario.

It is exciting to witness the continued growth of the leadership development aspect of New Ventures, evidenced by a sizeable increase of individuals participating in Pursue Clarity (increasing from 34 in 2022 to 46 in 2023) and individuals engaged in a discerning community or apprenticeship. Since January 2023 there have been 15 new discerning communities and apprenticeships launched.

6.3.4 Equipping and Resourcing Existing Leaders

Youth ministry

The goal of the [Youth Ministry Network Team](#) is to empower students to reach their generation for Christ through training and resourcing. The network has redone the Youth Ministry Toolbox/Field Guide, building out the resource to be more relevant and more accessible, turning it into a formal resource. The toolbox will be rolled out at Assembly. The team is also exploring the potential of producing a video component.



Children's Curriculum

Especially exciting is work being done by the [Children's Ministries Network Team](#) in the area of children's curriculum. This team is partnering with the creators of [Discovery Land](#) to explore ways to deliver new children's programming that is Alliance-DNA-informed to our local churches. The Discovery Land Program (available in English, French, and Spanish) is designed to equip leaders to help children discover eternal treasures by sharing the Gospel, developing biblical literacy, and giving kids a God-sized view of the world. It shows them what it looks like to be a follower of Jesus in today's world. With hands-on

learning and life application, Discovery Land has strong roots in the C&MA. A webinar was hosted on April 3 by the National Children's Network to provide churches with more information on this tool which will help equip our children's leaders and ministries, especially those looking for new curriculum or who are working with a small budget. The team will be hosting a luncheon/connection time with children's pastors/leaders at General Assembly.

The Children's network has also taken the framework developed for the National Youth Network's Youth Ministry Toolkit. They have added content suited to children's ministries and profiles of churches of various sizes, repurposing it for use by children's pastors and workers. This is an amazing example of how we can share resources to be more effective. The plan is to soft launch this new digital tool at Assembly.

6.3.5 Partnerships

One of the ways TAC connects and equips leaders is through partnerships. The Alliance Canada has engaged in a Memorandum of Understanding (MoU) with the [Canadian Church Leaders Network](#) (CCLN) for 2024. The MoU provides increased resourcing to Alliance youth pastors and access to CCLN's Youth Pastors Summits, which are incredible opportunities for shared storytelling, learning, content, and digital resources. CCLN will also feature Alliance stories and invite our pastors on their podcasts, and our pastors can be recommended to engage with CCLN programs such as the [Emerging Leaders Lab](#).

CCLN also facilitates a youth pastor/worker conference in both eastern and western Canada. The Canadian Youth Pastors Conferences are the best training events for Youth Pastors and Youth Ministry point people offered in Canada today. These three-day events are filled with deep conversation and impactful learning. At both events in Vancouver and Toronto, TAC was by far the largest represented group in attendance. In the fall at the Vancouver event, one of every seven attendees was Alliance and in Toronto that number was one in six. The impact that these events and our partnership is having is tremendous and our youth workers are signing up to be at them and growing together in knowledge, calling and relationship.

6.3.6 Cultural Engagement

Providing healthy forums for theological reflection, guidance for navigating cultural changes, and resources for addressing key issues were all identified as areas that are *missing* in feedback received from the Circles of Dialogue.

District Conversations

Across our six districts, DSs have been engaged in gatherings that provide opportunities to discuss and learn together on important theological topics. While we remain committed to our historic and orthodox position related to marriage, gender, and sexuality, we are actively engaging in learning and capacity-building to improve our pastoral care as we hold to our statements. Our districts have been engaging workers in conversations around human sexuality, and in the CPD, Mark Peters is not only facilitating conversation but also helping to develop resources. We want to build a culture of ongoing healthy conversations, dialogue, and learnings around important topics, especially those that equip our workers to engage effectively with those they are ministering to while holding to our already agreed-upon positions.

Alliance Canada Theological Commission

Items 1.4 and 1.12 of the Board of Directors Report to GA2024, respectively, note that GA2022 asked that the Statement on Family and Marriage be referred to the Committee on Theological Issues (CoTI) to review and bring any recommendations to Assembly 2024 and the Statement on Human Sexuality be

legally reviewed. CoTI was not well communicated to the constituency as an existing Board of Directors committee and its purpose was not clear. As noted in the Board's report (Item 2.2.3), following GA2022 the Board revised CoTI's Terms of Reference and changed its name to the Alliance Canada Theological Commission (ACTC). The purpose of the committee as stated in its TOR is to serve The Alliance Canada and its Board of Directors by engaging in theological reflection for the sake of pastoral praxis. The committee will intentionally educate itself and remain current on issues and trends in Canadian society and serve to identify those that are arising to the forefront of the evangelical church in Canada and especially in The Alliance Canada.

ACTC is working on a whitepaper on human anthropology to serve as a foundation for future committee work on the Statement on Family and Marriage and other statements when requested. This paper will also provide related foundational support for other important topics such as artificial intelligence (AI), death and dying, among others. The paper will seek to provide answers to questions such as: What does it mean to be human? What does it mean to be made in God's image? What does it mean for humanity to be embodied? What are the implications for pastoral praxis? This paper will serve as groundwork for not only C&MA documentation but will also provide clarity and serve to equip our workers as they navigate conversations and questions related to cultural, socio, and political topics.

Culture Shifts and Trends



Ottawa, Canada

The Canadian culture is changing. Ask any leader and they will tell you that recent governmental decisions, laws, and cultural shifts and trends are resulting in challenges. Equipping our leaders to respond theologically is critical, but we also need to know how to navigate from a biblical perspective the complex issues that those we minister to are dealing with. A group that is actively living this reality is the Alliance Association of Chaplains (AAC).

AAC chaplains serve in Canada in areas where our workers may not have easy access to, such as prisons, hospitals, airports, etc., bringing access to Jesus in these unique contexts. They face situations on a regular basis that require wisdom, training, and the need to remain up to date on government legislations, while seeking to respond to situations biblically. Compassionately walking with individuals who have selected Medical Assistance in Dying (MAiD) is one such area. AAC, led by Don Neufeld, held a Chaplains Gathering on April 19, 2024 to discuss MAiD, seeking to support one another as leaders as they make challenging decisions throughout the process of walking with people who have chosen MAiD.

Your prayer for this team and for our government in its decision-making processes is greatly appreciated. If you would like further information on MAiD, resources are available on the [Evangelical Fellowship of Canada's](#) website.

6.3.7 Reflecting Diversity of Communities

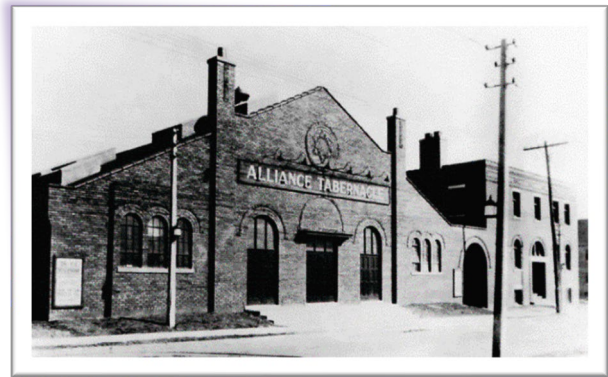
GA2022 resolved that the Board of Directors look to the current levels of diversity in Alliance structures and determine what next steps should be taken to address any concerns that are identified. The Board's update is located in Item 1.14 of the Board of Directors Report to GA2024. However, achieving diversity in leadership in The Alliance Canada is something that we need to undertake together. As we seek to identify, connect, and equip leaders, each of us needs to be aware of those within our sphere of influence, whatever their or our cultural and ethnic background, gender, age, or circumstance.

With the strategic focus on developing leaders also comes the call to action for existing leaders. We need to be praying for, watching for, and tapping individuals on the shoulder when we see God at work in someone's life and notice that God may be calling them to a position of leadership, and as we identify leadership potential in individuals. As each of us actively mentors emerging leaders and proactively encourages and empowers equipped and healthy leaders to step forward for senior leadership roles, I believe diversity will also evolve organically as a natural outcome of our deliberate strategic efforts, both individually and corporately.

6.4 All Leaders

6.4.1 Deepened Alliance DNA

The Circles of Dialogue highlighted that Alliance DNA and identity is something to be optimized and also to clarify. Workers developed within TAC take the Alliance History & Thought course for credit as part of licensing; however, the cost and length of this course is challenging for most elders boards and lay leaders to participate in. This course is critical to answering two important areas—what it means to be Alliance and what unity looks like across diverse perspectives.



As I have engaged with people during the Circles of Dialogue and in other conversations across the country, there is an expressed desire for a version of this course to be made available to those who cannot afford to take it for credit or perhaps even to audit the course. A resource is needed to connect those in The Alliance who want to know more about our history and identity, but can't afford the resources currently available. I am very excited to announce that we are working on a video series that presents materials from this course in an abridged manner. It will be made available to Alliance elders boards and our broader constituency. You will hear more about this at Assembly. AH&T is a core component of our licensing and ordination process and will still be required, as per the Licensing Policy in the C&MA Manual, for credit for those seeking to be licensed by The Alliance Canada.

Prayer

Earlier in this report, we shared about unified prayer and disciple-making. Inviting all leaders into this partnership in prayer and global mission is key. Prayer is foundational to all we do. More on this initiative will be shared at Assembly. If you want to join a group already praying, please reach out to Curtis Peters at the ECD office and he can direct you to a prayer team engaged in intercession.

7 MINISTRIES



7.1 Overview

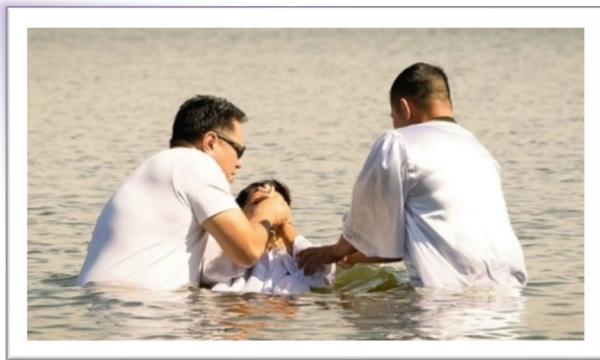
The term *multiplying disciples everywhere* identifies our shared focus on the Great Commission. Core to TAC are ministry activities both internationally and nationally. A high-level analysis has revealed that our movement's current influence in Canada is approximately 0.40%. This means that four people in 1,000 Canadian residents are influenced by an Alliance church directly. There is a need to conduct a thorough analyses of our districts and regions in Canada (something we have already done internationally). This will allow us to identify the demographic, ethnic, and psychographic data necessary to, with reliance on the Spirit, clearly understand where the greatest need is and who the Lord is asking us to reach nationally. The uniqueness of our international and national contexts requires strategic approaches for each area.

7.2 National

National represents our ministries in Canada. We seek to support churches through healthy district structures and cultural associations and networks that work together across Canada. These regional relationships are critical to see new expressions of faith and to support existing churches. As identified below, partnerships extend beyond these structures to like-minded ministries in Canada and global partnerships.

7.2.1 New Ventures and new churches

When we consider making disciples in Canada, we desire to partner alongside local churches and strengthen local churches to see new congregations, sites, and churches. These new expressions of faith serve the growing and changing landscape of Canada and contribute to achieving our mission of multiplying disciples everywhere.



Together, we need to identify spiritual opportunities in Canada, marked by regions that are under-churched, regions that are experiencing growth, and regions that have a unique Kingdom contribution. Over the past two years, we have seen an increased embrace and implementation of the New Ventures approach in each district and

with the cultural associations and networks. As a result, 2024 has seen a sharp increase in new agreements, with nine being signed in the first quarter. This represents a pace of two agreements every three weeks! As of April 1, 2024, there are currently 68 active agreements: 51 New Ventures, 10 Apprentices, and 7 Discerning Communities across Canada.

7.2.2 Existing Churches

Effective January 1, 2024, David Enns was promoted to the role of Church Multiplication Developer. This role provides him with the opportunity of supporting districts as together they engage with our churches across Canada. Their aim is to explore and support the growth, health, and effective church multiplication strategies of our local churches, all in collaboration with the NLT. His responsibilities for New Ventures will continue and be folded into this new role. We look forward to hearing many exciting stories in the days ahead.

The strategic roadmap also focuses on how we can come alongside and strengthen our churches and their leaders as they engage in their ministries. One of ways we are doing this is through exploring organizational alignment, whether it is through the sharing of resources, such as the aforementioned video course based on Alliance History & Thought designed to strengthen Alliance identity, or through other shared resources. More information is available under [Item 8 - Stewardship and Effectiveness](#).

Safe Ministry

GA2022 identified training and resourcing our pastors, workers and churches on the prevention and response to all types of abuse as a priority. TAC is committed to the cultivation of a safe environment, where there are no barriers to meeting and experiencing Jesus, in all of our ministries and in particular our local churches. The creation of the Whistleblower Policy and hiring of the Director of Safe Ministry has been a good starting point, but work is also needed to further resources and training for our leaders. To better serve our community and uphold our commitment to safe environments implies that the area of Safe Ministry is going to require additional funding and resources as we move forward to fulfill these important priorities.

Networks and Cultural Associations

Over the past 30-40 years, Alliance cultural associations and networks have developed into a mosaic of churches that serve TAC with excellence, and increasing collaboration and support is a focus in Ministries.

Creating Space to Dream

In November 2023, the Alliance Spanish Association of Churches, with the goal to move away from addressing ongoing governance and administrative details, especially at its conferences, chose to become a network and changed its name to the Hispanic Network of Alliance Churches (HNAC). With less time spent on administration, the network is now expanding its focus toward providing community and care for one another within their ethnicity; to dreaming, praying and developing strategy; and, to being even more on mission. In the moments following their decision, the entire room came to life as these leaders collectively realised they had just initiated a change that increases space for their network to dream about developing, equipping, and launching new Hispanic leaders across Canada and planting new churches. Exciting days are ahead.

On Mission and Believing for More

On December 31, 2023, Aaron Tang resigned his role as Executive Director of the Canadian Chinese Alliance Churches Association (CCACA) to assume the role as the General Secretary of the Chinese Alliance

World Fellowship (CAWF). Tommy Tsui was appointed by the president to serve in the role of Executive Director and started on January 1, 2024. Tommy assumes this role with strong experience, having served the CCD as the Director of Church Health and Development since 2022, and as the Lead Pastor at Hamilton Grace Mandarin Alliance Church in Ontario prior to that.

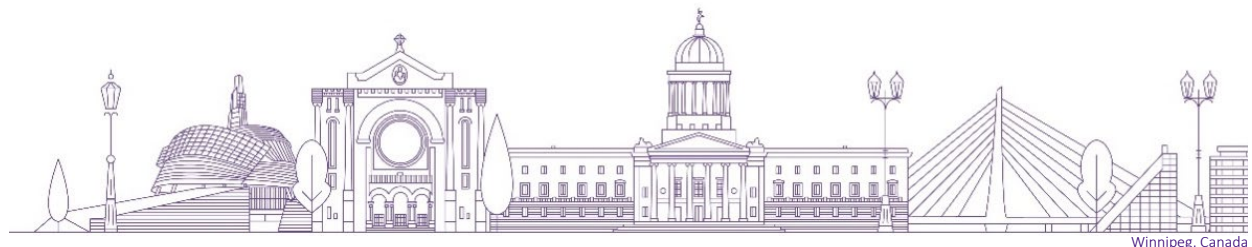
After almost five decades of service, the CCACA has grown to over 100 worship sites, and is very active in overseas missions, with currently 42 IWs—15 of them serving the Chinese diaspora. There are now over 60 million Chinese people living outside of China. The CCACA is working on a strategy to serve this diaspora. They also want to promote cross-cultural missions. Some CCACA churches are having discussions on how to collaborate with Arab-speaking pastors to reach out to the Arabic communities and potentially help plant Arabic churches in Canada. As for Gospel sharing with the local Chinese communities, the CCACA is looking to optimize its structure so it can be more effective in developing new ventures. There are many small towns across Canada with small Chinese populations, and the CCACA is trying to develop ways to reach these communities.

Joining Jesus on His Mission of Reconciliation

Reconciliation is at the heart of Jesus’ mission and is the call of the Church. It is exciting to hear stories of how Alliance local churches are finding opportunities to engage with Indigenous people in local communities. The Church has contributed negatively to the storyline of Indigenous people, but as The Alliance we believe that, with both the support of our Indigenous communities and their leadership, we can be part of new narratives of reconciliation. As we ask Jesus to rewrite the story, we continue to work closely with Howard Jolly, Executive Director of the Indigenous Alliance Churches of Canada (IACC)² to seek ways to join Jesus on his mission of reconciliation.

Howard leads [*Indigenous Voices*](#), a New Venture that acts as a catalyst for the encouragement of individuals and existing churches. This online ministry is dedicated to Indigenous content and aims to engage communities in remote locations and be a source of hope. It was initially launched with the creation of a series called [*Come Sit With Me*](#), or [*Piwitapamin*](#) in Cree, an audio-visual series that is a shared production partnership between TAC and [*Square One World Media*](#).

Each episode is produced and hosted by Howard, who discusses a wide range of topics pertaining to Indigenous communities. Through music, storytelling, testimonies, interventions and conversations, the series leans into Indigenous life. Howard explains, *“Our desire is to focus on the impact of colonialism on Indigenous people such as, identity struggles, brokenness, and dealing with trauma. We strive to make the Good News relevant in our time and our culture. We pray that [*Come Sit With Me*](#) will impact a harvest for the Kingdom of God in Christ. That harvest will look like people finding mercy and forgiveness in Christ,*



² Formerly named First Nations Alliance Church of Canada (FNACC). See Item 2.11 of the Board of Directors Report to GA2024.

and healing and wholeness in Christ. It's also about people being united and reconciled in Christ through building friendships and hearing one another's stories."

In British Columbia, Kamloops Alliance Church has formed an Indigenous Connections Team (comprised of half Indigenous and half non-Indigenous people) committed to fostering friendship, unity, and healing with Indigenous communities. The church started with education, holding Indigenous History Nights, and hosted an *Us Together Conference* with the goal to bring people together and highlight places of unity and areas of similar desire to have a better future than our past. The church brought in Indigenous artists, speakers, voices, residential school survivors, etc. to share on stage. Then they broke up into small groups to discuss and learn together. God is using these initiatives to build relationships, trust and bring healing. These represent just two of additional stories of listening and engaging with our indigenous brothers and sisters on this mission of reconciliation.

Intercultural Ministries Consultant

The role of Intercultural Ministries Consultant will end on July 12, 2024. TV Thomas has served The Alliance Canada in this role for many years, and we are grateful to TV for his years of service and how he has helped to shape so many of the cultural associations. While this role changes, we continue to celebrate the global engagement and influence TV maintains to this day.

7.2.3 Collaboration and Partnerships

In all areas of the strategic roadmap, we will collaborate and partner with like-minded ministries, organizations, and the global Church. As noted earlier, there is a collective desire for us to move toward a unified approach of serving together. For our ministries, this means an enhanced desire and intentionality to work together and with other like-minded organizations and the global Church. The following are some exciting stories of how this is already happening and the potential that this posture holds for leading to greater mission focus and impact.

France

As we think about partnering with the global Church, the African diaspora (French and English speaking) is poised to play a key role in mission. We are engaged in conversations with Warren and Debbie Reeves, who are serving in Paris, France, and with the [Martin Luther King](#) (MLK) church leadership around a



Paris, France

potential partnership between MLK and the St. Lawrence District (SLD). The hope is that strengthened educational opportunities might be formed in Quebec in partnership with ETEQ; that the French-speaking diaspora people can be engaged; that new French-speaking churches can be planted; and that new opportunities for broader church multiplication across Canada from the African diaspora coming to Canada will result. The Lord has done a great work throughout Africa and these gifted men and women are coming to Canada, with many already here. This immigration is only going to increase, and we are prayerfully

discerning how the Spirit might be leading us to prepare, partner, and support what has the potential to be a mighty move of God in Canada.

Ukraine

The generosity of our constituents (thank you to those who have donated sacrificially) is allowing us to continue to support and work with the Church in the Ukraine. In April and May, I travelled to Yemen and then into the Ukraine, to meet with our partner, Sergiy Guts, President of the C&MA Ukraine. The C&MA funded a pastoral retreat planned for 60+ Ukrainian pastors. The majority of these churches and pastors live within 40 kilometres of the front line of the war in the Ukraine. They are experiencing continuous missile attacks, alerts, and war-related crises as part of their regular daily routines.

The goal of the retreat was twofold. First, to provide these leaders with a peaceful space where they and their spouses can be ministered to, encouraged, and refreshed. I, Damien Lee, and Mark Jones (who travelled with me) shared the Word and came alongside these pastors to pray for them and uphold them in the good work they are doing in this very troubled region.

Second, our Polish church partners (where Bill and Diane Finnemore, now emeritus workers, served for many years) are also working in the Ukraine and have come alongside another group of pastors located across the country. I participated in a food convoy from Poland to Kyiv with this group, and they attended the aforementioned conference. This was one of the first opportunities for both church movements to meet together for mutual encouragement, relationship-building, and partnership opportunities. Sergiy Guts and his wife will also be joining us at Assembly.

7.3 International



We are deeply thankful for God's continued provision and guidance as we engage His mission of multiplying disciples in the 'hard and dark' places of the world. The following are snapshots of transformed communities and churches planted through our international strategies: Church Development, Relief and Development, and Marketplace. Whether in Southeast Asia, North Africa, Eastern Europe, or the Middle East, it has been inspiring to witness our international workers be God's agents of light in the midst of darkness, hope in times of despair, and healing amidst brokenness. Click on this link if you would like to learn more about [International Strategies](#).

7.3.1 Church Development—New Initiatives

Yemeni in North Africa

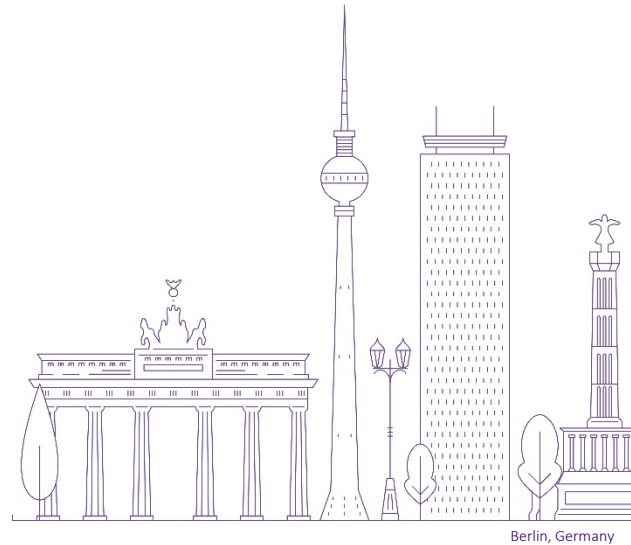
Did you know that there are over three million Yemeni who have fled to a North African country because of the civil war in their nation? We have had a long-term goal to have a team in the southern Arabian Peninsula, but the door closed due to the war. We are excited to have a couple that will be moving to North Africa this summer to learn the Yemeni dialect and then engage with Yemeni refugees. Many of

these individuals do not have proper documentation, so schooling and jobs are a constant struggle. Through a ministry partner, we have been able to support the outreach to these refugees and contribute to the planting of a small fellowship—the very first in all of history in this country in North Africa and among this people group. This couple will work alongside this fellowship to assist and minister to this displaced people group.

Turks in Germany

Did you know, there are over eight million Turks in Germany with very little engagement with the Gospel? We are excited to have one of our young families moving to Germany this summer to work with our partners on the ground to see the Turks in Germany reached, discipled, and indigenous faith communities among this people group planted. We are encouraged to hear that one of the German churches planted by our retired IWs who served there for 30+ years has heard God's call to reach the Turks in their city. What a joy to partner together to see His Kingdom come amid Turks in Germany.

As we reach and disciple the Yemeni and Turks, the desire is for them to take the Gospel back to their home countries when they go to visit or interact with their relatives and friends. God is on the move, and it is with great joy that we partner in seeing the darkness lifted and the Light of Jesus coming into these two communities.



7.3.2 Relief and Development—Engaging and Serving Communities

Jesus' heart for the world is for each of us to experience abundant life. In response to this, our International Relief and Development strategy is focused on demonstrating the Gospel by responding to both short-term crises through providing much needed relief in war and disaster contexts like earthquakes, floods, droughts, and in longer-term needs by coming alongside the poor and vulnerable to help them move out of poverty.

Relief

Relief and Development has been providing food, clothing, housing, and access to medical assistance in numerous locations around the world. In Poland and Ukraine, 64 convoys were deployed with essential goods, most going to areas close to the front where the war continues. We also continue to partner in Poland with children's programs and projects that help the people living in these challenging circumstances thrive. In another war scenario, assistance is being provided to our partner in the Middle East.

We have also been engaged in responding to natural disasters, providing temporary shelters and feeding programs in Turkey, Syria, Nepal, and Morocco. Thank you to those who continue to generously give to the Global Emergency Response Fund (GERF), supporting our efforts to demonstrate the Gospel as we engage the world in these ways. Your ongoing response to these needs is having an impact.

Canadian Food Grains Bank (CFGB)

In 1984, TAC joined with four other organizations in the establishment of the Canadian Foodgrains Bank (CFGB), pioneering a new way for Canadians, particularly farmers, to address the pressing issue of food security. Since its inception, this organization has grown in both size and influence. CFGB now provides the TAC with enormous opportunity as donations can be matched up to as much as four times due to CFGB's partnership with Government Affairs Canada. CFGB currently has 15 member organizations. The potential for our increased impact through this partnership is immense. A big thank you to Joanne Beach, who stewarded this relationship for well over a decade, and now to Mark Jones who has stepped in to give leadership in this area.

Since 1984, when Rev. Arnold Downey and Mr. Jack Benedict served as officers, TAC's faithful supporters have generously contributed \$9,051,900 to CFGB. When paired with matching funds, this totals an impressive \$18,369,821 invested in international projects. This translates into an average matching ratio of approximately 2-to-1, with actual funding matches ranging from 1-to-1 through to 4-to-1. Over the past five years, this same 2-to-1 average ratio has maintained, allowing us to allocate nearly \$4,000,000 towards projects focused in Yemen and Niger.

The potential exists to increase the connection between TAC's current work and access to these matching funds that result in a high return on the original donation amount. Please take time to look into our partner, the [Canadian Foodgrains Bank](#).

Development

Recently, the project represented as *Tricked, Trafficked, Treasured* was able to reflect on how God was at work from January to October 2023. 1,083 people attended human-trafficking prevention training events. As human trafficking continues to be a major problem, the team brings awareness to what human trafficking is and helps to prevent those who are targeted (mainly young girls) from being caught in these situations. The majority of prevention teaching is done in schools and rural villages where the lack of knowledge of what trafficking is, along with a lack of resources, causes young girls and boys to be at high risk.

Through this teaching, the team is often made aware of girls who have already been trafficked, or are at high risk of being trafficked, and are able to take the necessary steps to either reunite them with their families or bring them into the project safe homes. Currently, 35 girls are being cared for, with 11 of them being new. This care is holistic, providing for the physical, emotional, mental, and spiritual aspects of a girl's life, all done through counselling, vocational training, one-on-one care, and group care. Most importantly, it is done through teaching about the Bible and God as our Father. This year, two girls graduated from high school and three graduated from university (one in sewing and two in business).

Although the project helps through safe homes, safe work, and safe education, the biggest impact is when a person comes to faith. To this end, a focus on sharing the Gospel, having worship groups, Bible studies, times of prayer, and serving is of high importance. Through this, 892 people heard the good news and 75 people publicly confessed to believing in Christ for the first time. The team shares consistently in multiple locations including rural villages, banana farms, rubber tree farms, brick factories, garbage dumps, brothels, and hospitals.

Finally, as there is still so much hurt, Training of the Trainer events are now key within the project. These events have occurred in the main province of the project, as well as within five other provinces. The

purpose is to train key people within a local community so they can continue to train others, thus helping more people. Topics are adjusted based on the needs of the community; however, Bible teaching, human-trafficking prevention, and health remain core components. During this timeframe, 71 leaders have been trained.

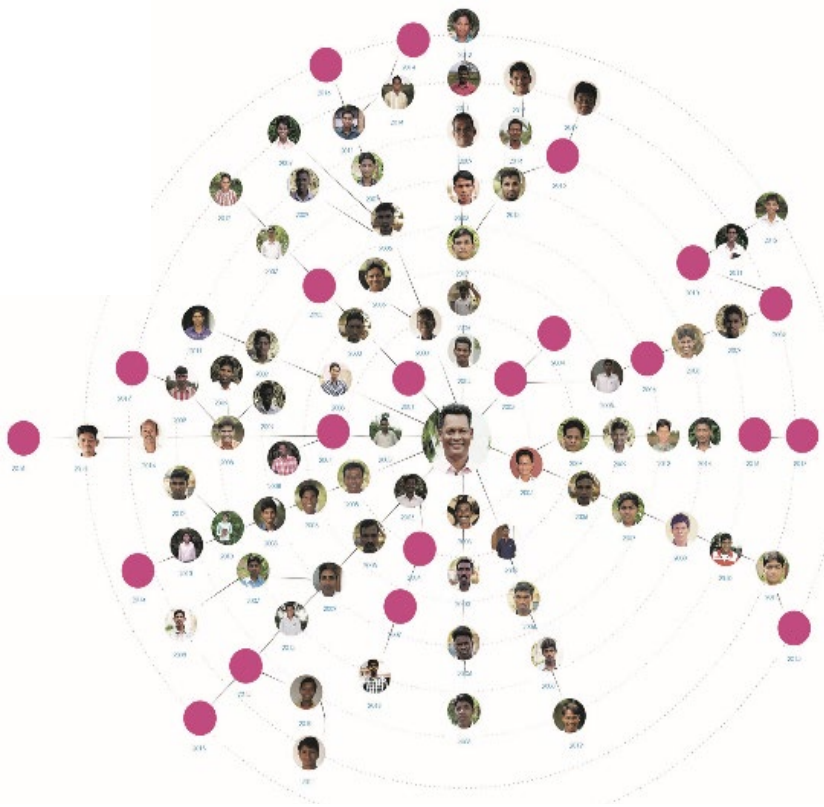
7.3.3 Gateway—Identify, Equip and Release Local Believers that Lead Faith Communities

This is Dinesh³, a devoted church-planter associated with Empart since 2014. After completing graduation at a Training Center, Dinesh has dedicated himself to serving as a field worker in his village. Over the years, his commitment has borne fruit, with 18 families discovering a new purpose in life and 68 individuals nurtured with moral values through the fellowship.



In recognition of his dedication, Dinesh was appointed as the field coordinator in 2021. Under his esteemed leadership, a team of 13 men and eight women now serve among various people groups in a district of Jharkhand. Their efforts have resulted in the establishment of seven sizeable community gatherings and 11 outstations, where 245 individuals are growing in faith, with 167 becoming committed members.

However, the journey has not been without challenges. Since September 2023, Dinesh and the believers in his village have faced increasing opposition and persecution from a fundamentalist group. The opposition has not only conducted 'Ghar Wapsi' programs (forcibly returning members



Generational multiplication

This chart represents the multiplying impact that each of our leaders has through inviting church planters to attend our Training Centres

³ **SECURITY ALERT:** Our workers in Asia are facing increasing danger. For their safety, their names have been changed to minimize the risk of persecution.

to their old faith) but has also imposed social distancing measures and cut off privileges for believers in the village.

Dinesh has bravely faced numerous threats and warnings from these opposition groups. When the situation worsened, he sought help from the local police station on October 4, 2023, to ensure the safety of his family and restore peace. Unfortunately, instead of support, Dinesh found himself facing a legal battle as the leader of the opposition filed a First Information Report (FIR) against him on October 12, 2023, accusing him of converting people.

Despite these challenges, their fellowship remains resilient. Fifteen believer families, comprising 60 individuals of all ages, stand firm in their faith. Arun³, a member of the fellowship, shares a powerful testimony of the transformative love of Christ that has brought joy and meaning to their lives. Even amidst trial and tribulation, they refuse to turn back. The believers in their fellowship echo a collective sentiment, declaring, "As followers of Jesus, we do not rejoice in suffering because we enjoy pain, but because Jesus is so worthy in our eyes and hearts that we delight in being identified with him. All suffering is temporary and isn't worth comparing with the glory that awaits us. In that place of glory, all pain and suffering will be gone forever."

Let us uphold Dinesh, their fellowship, and all those facing persecution in our thoughts and prayers, that they may continue to walk in the Lord even in the face of hostility. May their unwavering faith be a beacon of hope for others enduring similar trials.

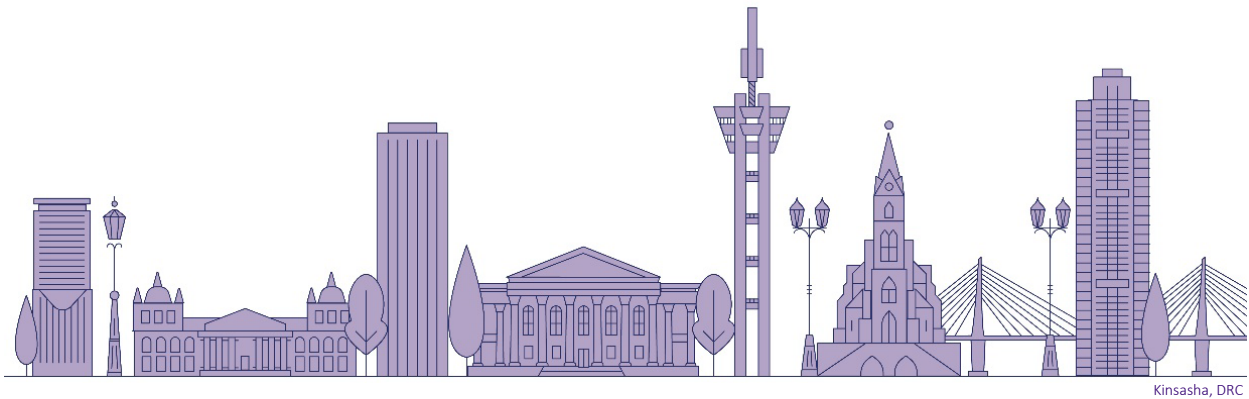
7.3.4 Marketplace—Make and Mobilize Disciples Who Become Disciple-Makers

Many religions consider 'the material world' to be evil or at least unspiritual; salvation lies in escaping the bonds of mundane experience through meditation or asceticism. Christians, too, have the potential to create a similar divide of 'sacred' and 'secular', often elevating full-time ministry over marketplace engagements. However, God created mankind and then blessed us with meaningful work even before the fall. Moreover, God entered this world, becoming incarnate in Jesus Christ, as the son of a marketplace worker—Joseph the carpenter. Paul utilized his skill in making tents with Pricilla and Aquilla because it helped the advancement of the Gospel.

It is exciting to see how a Christ follower's employment can take them to a least-reached country where they can be salt and light within this context. Funding or raising support is not needed as God, like in Nehemiah's situation is using 'King Cyrus' to fund the 'rebuilding of the walls'. Marketplace workers get access to people and places that traditional workers can never access. Vocational ministry is a highly effective means for evangelism and disciple-making. Not counting those who have retired from the workforce, it is estimated that over 71% of Canadians are either employed or seeking employment. We long to see a growing network of marketplace disciple-makers equipped and sent by their local churches, within the Canadian workforce and into least-reached global arenas.



8 STEWARDSHIP AND EFFECTIVENESS



Stewardship recognizes that we are not the owner of the vineyard. We are stewards in the vineyard as the Lord directs and guides our hands. It is the Lord's vineyard. Effectiveness speaks to how we do our work so that it accomplishes what He intends.

The operational components of our movement are like a trellis. They provide important support that allow our leaders and ministries (the branches) to grow. The stronger and more robust the trellis, the stronger and healthier the branches can be, allowing them to sustain increasing fruit. While we know that fruitfulness is a result of God's work in and through us, the strategic roadmap has an intentional focus on stewardship and effectiveness with the goal to maximize and strengthen areas of support. Our desire is to share outcomes and resources wherever and whenever possible to maximize effectiveness and to reduce redundancies and expenditures where possible.

8.1 Financial Health

The faithfulness of God and his people in The Alliance Canada have been demonstrated over the past few years, with people giving sacrificially and God providing supernaturally. Through God's divine assistance, we have weathered a season that had the potential to result in significant financial challenges for our movement. However, the current reality is that giving to the Global Advance Fund is in decline. For us to fund our mission, we need to focus on priorities and initiatives that help us shift this trend together.

8.1.1 Strengthen Communications and Contributions

The current reality of The Alliance Canada and its various ministries spread around the world is that it is sophisticated and multifaceted. Communicating the length and breadth of our collective work is challenging. Further, to be comprehensive, the size of the communication becomes overwhelming for most of us. So, we need to move from a one-size-fits-all to a tailored communication approach.

What does this mean for us? It means that the National Ministry Centre and districts need to understand and know the aspects of The Alliance that interest our local churches and donors so that we can provide those details. While it may sound like a lot of work to personalize messaging for each person, there are tools we need to implement to enable us to accomplish this without overwhelming our communication teams. What does this have to do with contributions? The Alliance Canada is very generous when they are

aware of an issue. A good example is the outpouring of support we see when an international crisis, such as the war in Ukraine, occurs. We believe that, as we tell our story well and in a way that is personalized, we will make tremendous progress in contributions and funding toward our joint mission.

8.1.2 Develop New Revenue Models

TAC's primary revenue model to date has been contributions from our members supplemented by investment income and some user fees. While this has been successful, we anticipate that this will need to be supplemented to continue and further our mission, especially as we trust the Lord to exponentially expand His reach through our efforts.

Ps 78:72

And David shepherded them with integrity of heart and with skillful hands he led them.

Key areas of exploration for new revenue models include the following:

- Land and property optimization (see [Item 8.2 - Land and Property](#) below)
- Purchasing power consolidation—While not revenue, savings in this area can be very significant. For example, we are in the process of studying TAC's spending for insurance and looking for ways to save 5-12%.
- Shared services—This is where we collaborate to solve common challenges rather than creating individual solutions.

Each of these areas are in active investigation, and some are in process.

8.2 Land and Property

Did you know that The Alliance Canada collectively stewards an estimated \$1 billion worth of land and property? This amount of assets reflects amazing opportunities. In recognition of this, a priority within the stewardship and effectiveness area is focused on how to support local churches in the optimization of their property. As churches seek ways to utilize their land and properties for great mission effectiveness, the goal is to develop supports that can assist in this area.



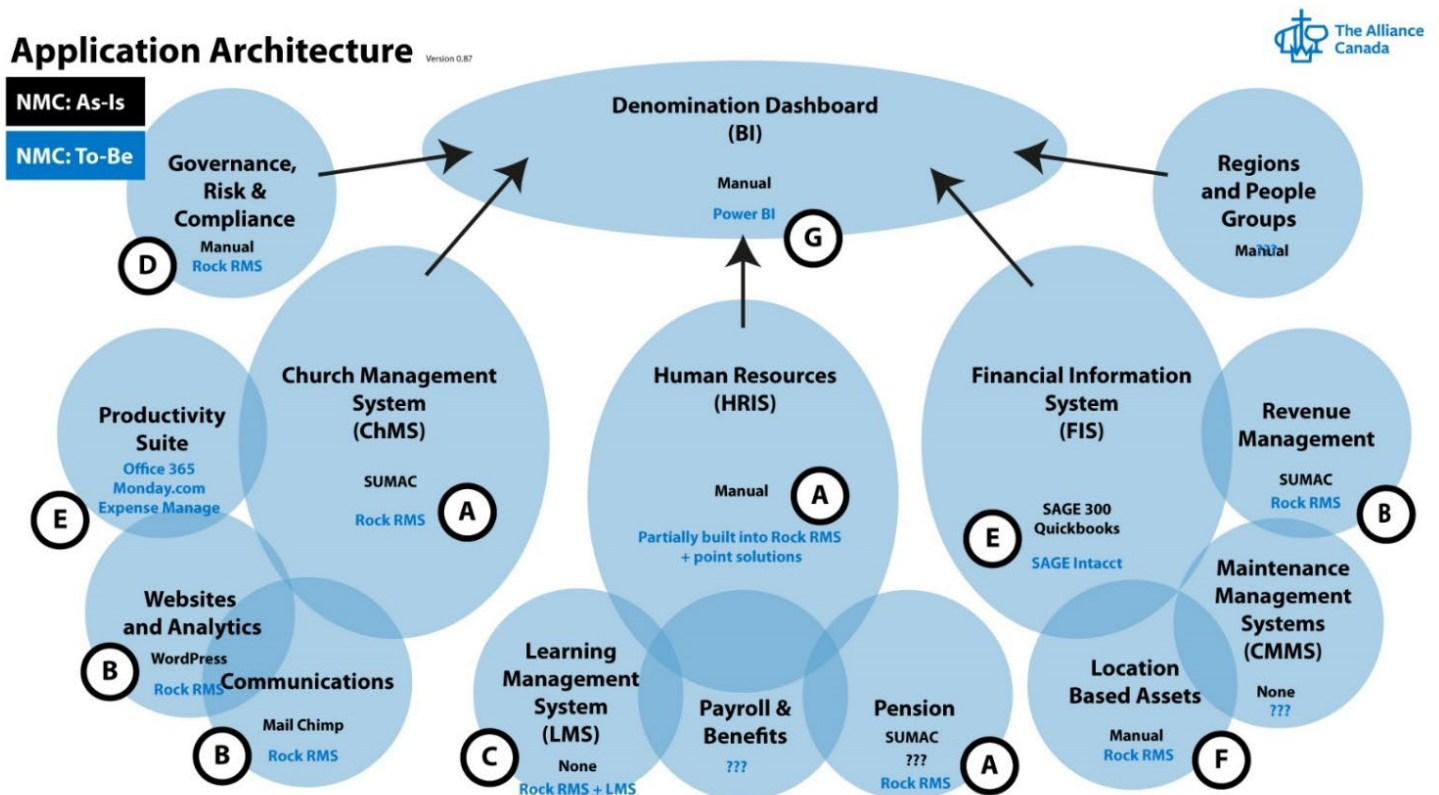
Mexico City, Mexico

Over the past year, Ryan Graham and Rev. Andy Lambkin, Lead Pastor, Simplechurch in North Vancouver, BC, met with the district executive committees (DEXCOMs) across the country to: 1) lay a foundation and assist our DEXCOMs to proactively develop a plan to assist churches as they think through property and land redevelopment; and, 2) to present an initial framework of a theology of land. When a proposal to redevelop land is brought, it’s important for a DEXCOM to think theologically about land and have the right questions answered.

The National Ministry Centre has also engaged an organization called Halo Project, which is conducting a risk assessment that will allow our districts to identify properties that may become vulnerable in the coming years—again with the purpose of being proactive. Ryan and Andy participated in two national forums facilitated by an organization called City Gate. These gatherings brought together several denominations and organisations that are beginning to better understand how to serve their churches in property and land redevelopment. The outcome of these gatherings is to educate, network and better understand what structures need to be created at both a national and district level to better serve and support our churches.

8.3 Systems

At the NMC, our approach to information systems at the infrastructure layer has been to shift from on-premises deployment to cloud-based secure deployment. We are in process with this transition and anticipate it will be largely complete in the next two years. Our approach to information systems on the application layer has been comprised of fragmented systems, with integration provided by a very dedicated staff team. We are now on a journey to build integrated systems that have their integration incorporated from the start. The map of the application architecture below shows what a draft alignment could look like.



The current project within our application systems is called Alliance OS. This is a replacement of the SUMAC Customer Relationship Management System currently being used with [Rock RMS](#) (Relationship Management System). Rock RMS is a Church Management System that we are tuning to work with our denominational requirements.

In addition, our plan is to extend the functionality to better meet the needs of all the districts and have a shared view of our collective work.

8.4 Safe Ministries and Management

Serving in the church of our Lord Jesus Christ is on varying levels an inherently risky endeavour. Our IWs may face personal risk as they serve in their contexts, and as Christian organizations we carry some level of operational risk. However, in the words attributed to William Carey:

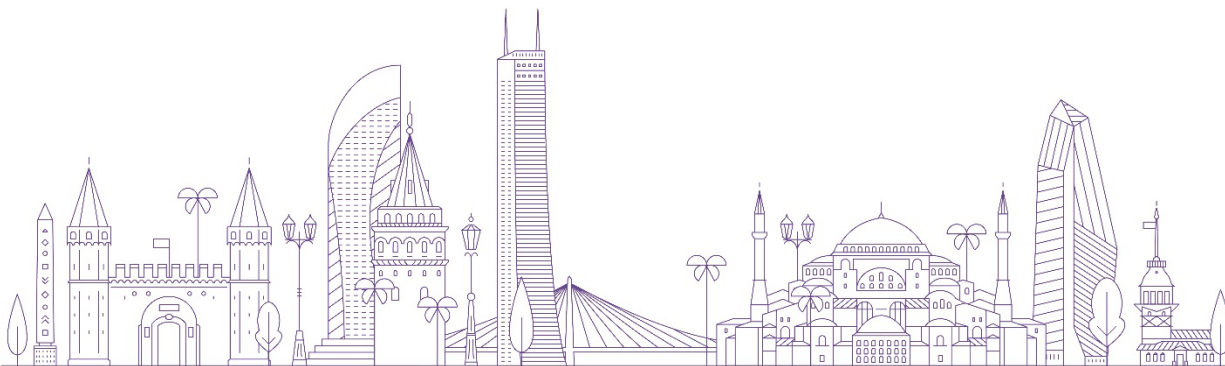
*Better to be in an apparently dangerous place in the middle of God's will
than to be in an apparently safe place outside of God's will.*

Our approach to risk management is not to eliminate risk, but to manage it so we can continue to serve our Lord. Our current approach focuses primarily on financial risk as reviewed by our auditors. However, not all the risks we collectively face are adequately reviewed by financial auditors. The breadth of our risks is shown by the risk categories as follows:

- Environmental and External
- Infrastructure
- Personal Safety
- Workplace
- Safe Ministry
- Financial
- Information Technology
- Governance
- Contractual
- Community and Reputation
- Special Projects
- Refugee Sponsorships



We are working on a process to provide a systematic assessment of risk and then manage those risks. The process will look like the graph to the right. We anticipate the initial round of this work will be completed by General Assembly 2026.

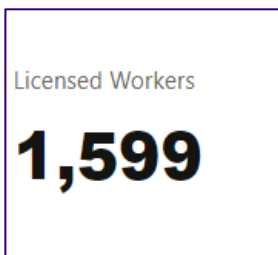


8.5 Strategy Dashboard

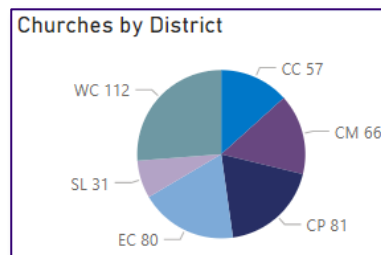


For those of us who drive cars, reliance on our vehicle’s dashboard is critical. We use it to monitor our speed, direction, and the state of our vehicle.

As we take a look at the roadmap (see Appendix 1: Strategic Roadmap), we also need a dashboard to track questions such as, ‘Where are we?’, ‘Are we progressing as planned?’ and ‘Do we have enough fuel to make it to our destination?’. We will be using Business Intelligence (BI) tools to create our dashboard. We look forward to showing you early versions of dashboards at Assembly. Here are a few early examples:



Reports can also contain high level summary numbers to manage expectations and set the scale.



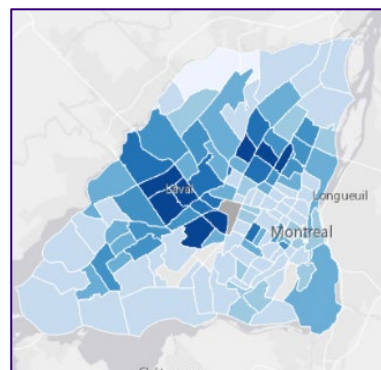
Reports will contain graphs to visualize where we are at for a specific measure.

District
All

Association
All

Church Type
All

Data can be sliced to focus on a specific subset of the data.



Data can originate from many sources such as the Statistics Canada example here. Further, this can be mapped, such as the heat map showing the Montreal residents who speak Arabic at home.

9 CONCLUSION

Over the past two years, certain passages and themes from Scripture have stayed with me and continue to linger in my mind. One such passage is the not so well-known story in 2 Samuel 21:15-17—it recounts David’s encounter with the other Philistine giant, Ishbi-Benob. This is the smaller giant that David couldn’t defeat. Jewish legend has it that Ishbi-Benob was a brother or family member to Goliath—though he is thought to have been smaller in stature. It’s noted that his spearhead was half the size of Goliath’s. This is a fascinating story. With Goliath we learn about David, the untrained warrior and shepherd, who defeats a very powerful giant who had the entire army of Israel recoiling in fear. In the story of Ishbi-Benob we find David, a trained and well-equipped king needing help against a smaller giant. Abishai comes to his rescue and strikes down Ishbi-Benob.

For me, this passage highlights the power of the brotherhood and sisterhood of believers. It emphasizes how God works through individuals but also through the collective body of Christ. Coming out of COVID, many of the movements I have spoken with across the country have a renewed desire to partner. There is an increased recognition of just how much we need each other. Perhaps more than ever Psalm 133:1-3 underscores, *“How good and pleasant it is when God’s people live together in unity! It is like precious oil poured on the head...For there the Lord bestows his blessing, even life forevermore.”*

In Exodus 3, Moses encounters a burning bush. While we do not know all the details, I am struck by how Moses chose to pause and ponder this unusual sight. When he realized the bush was not being consumed, he stepped towards it and then the Lord spoke to him. While not prescriptive to us (as the Lord engages with His people in Scripture in many ways), I am convicted as I don’t want to miss the small things that God is revealing to me. As The Alliance Canada, this should inspire us to ask, “Where is God asking us to step toward as we discern His will?” “What small thread of potential might He reveal that could become a string in His majestic tapestry of miraculous movement here in Canada and across the globe?”

Alliance Canada, I believe more and more that this is a unique season, and the Lord is revealing opportunities all around us. I continue to be filled with more hope, joy, and optimism for the future than ever before. These are great days to serve together. I am praying daily that God will grant all of us greater sensitivity to His promptings, His leadings, and that—together as a movement—we will step toward Him with courageous imagination as He speaks and leads us into greater assignments of faithfulness and fruitfulness for His name and fame.

It is a joy to serve with you. Thank you for your faithful witness. I pray that today you will hear His voice afresh and receive a fresh sense of His empowerment, call, and boldness that can only come from being sons and daughters of the King.

Lord, be glorified!



Rev. Darren Herbold, President
The Alliance Canada



10 IN MEMORIAM: 2022-2024

Pastors and Other Workers

Miss Ruth Cairns, Former Worker, died March 28, 2023 in Ontario.
Dr. Joan Carter, Worker Emeritus, died October 18, 2023 in Calgary, AB.
Rev. Jack Diamond, Worker Emeritus, died June 24, 2022 in BC.
Miss Stacy Jean Dryfhout, Official Worker, died March 10, 2024 in Surrey.
Rev. Wendell K. Grout, Former Worker, died January 25, 2024 in USA.
Rev. Craig Hollands, Official Worker, died May 25, 2022 in SK.
Rev. Ted Horton, Official Worker, died December 16, 2023 in BC.
Rev. Franklin Irwin, Worker Emeritus, died January 1, 2023 in Ontario.
Mr. Luke Mackelvie, Official Worker, died July 28, 2023 in Kananaskis.
Rev. Delbert Ross McKenzie, Former Worker, died January 7, 2023 in Moses lake, DC.
Rev. William Murray, Worker Emeritus, died January 10, 2022 in Calgary, AB.
Rev. Alan Gordon Nelson, Worker Emeritus, died December 16, 2023 in Burlington, ON.
Rev. Richard Nester, Former Worker, died April 29, 2023 in Montreal, QC.
Mrs. Alice Nester, Wife of Richard Nester, died May 10, 2022.
Rev. David Ernest Regier, Worker Emeritus, died October 22, 2022 in Saskatoon, SK.
Rev. Albert Runge, Worker Emeritus, died April 19, 2023 in Abbotsford, BC.
Rev John Scott, Worker Emeritus, died January 15, 2024 in BC.
Rev. Arni Shareski, Former Worker, died November 22, 2022 in Florida.
Rev. Dallas Strangway, Worker Emeritus, died March 13, 2023 in Edmonton, AB
Mrs. Anne Walters, Wife of Alvin Walters, died June 3, 2022 in AB.
Rev. Paul Zhong, Worker Emeritus, died August 30, 2022.


International Workers

Miss Colette Baudais, Former International Worker, died July 20, 2023 in Grande Prairie, AB.
Mrs. Muriel Entz, Former International Worker, died January 2, 2024 in BC.
Mrs. Louella Gould, Former International Worker, died August 29, 2022 in Toronto, ON.
Miss Lorna Munroe, Former International Worker, died February 24, 2023 in Nepean, ON.
Rev. Theodore A. Sauve, Former International Worker, died August 16, 2023 in USA.

APPENDIX 1: STRATEGIC ROADMAP

The Alliance Canada 2024-2034 Strategic Roadmap

Committed to deep abiding with Jesus (John 15:5) and to his courageous imagination (Ephesians 3:20) working in and through us for his name and fame.



Vision prayer

O God, with all our hearts we long for you. Come, transform us to be Christ-centred, Spirit-empowered, Mission-focused people, multiplying disciples everywhere.

Ten-year faith goal:

In 2034, imagine The Alliance Canada doubling our reach, internationally and nationally.

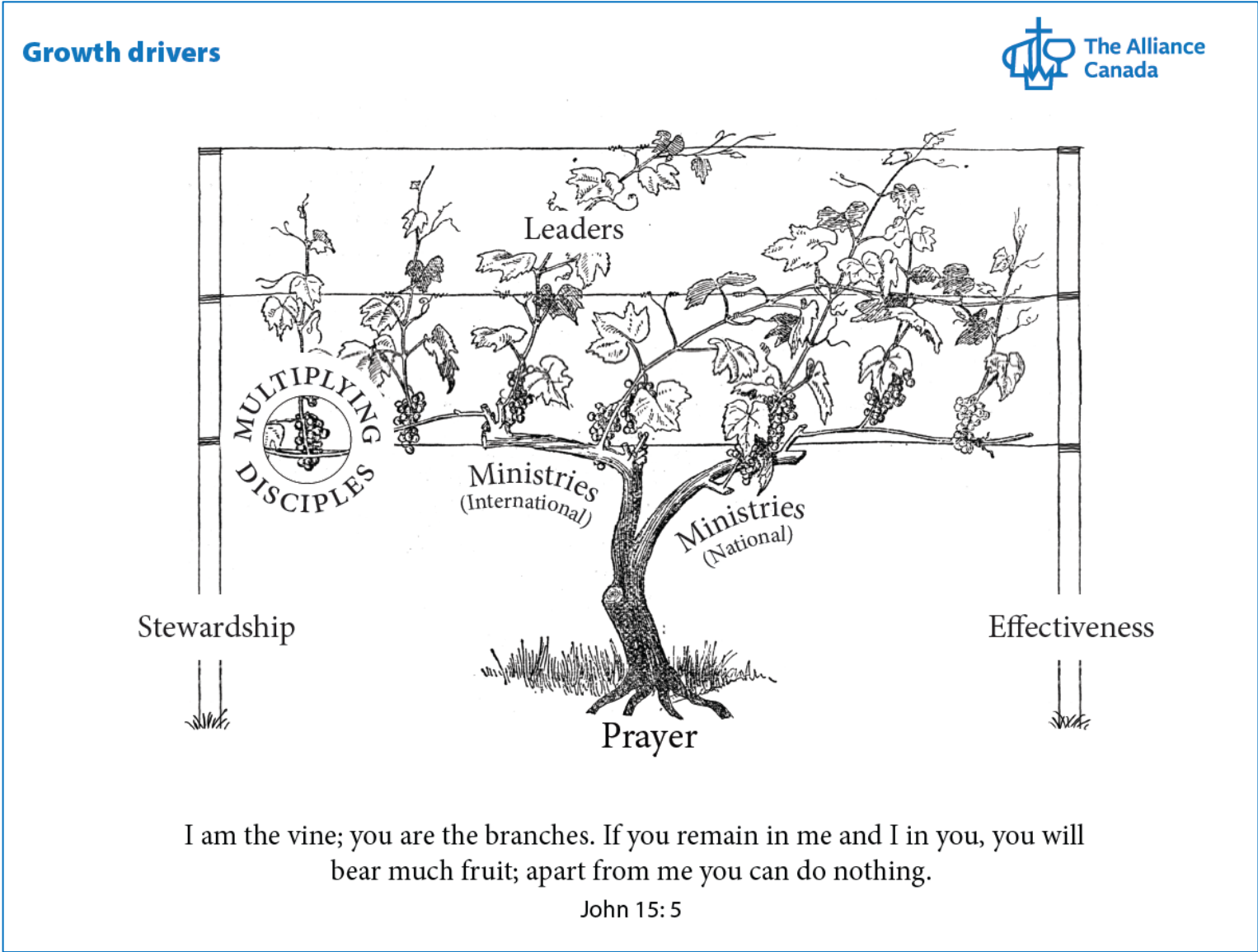
Growth drivers We will multiply disciples everywhere as we follow Christ by focusing on:

<p>▶ Prayer</p> <p>Unified and focused in prayer</p>	<p>▶ Leaders</p> <p>Equip and influence thousands of leaders through our ministries</p>	<p>▶ Ministries</p> <p>Minister in the hardest and darkest places where Christ is not preached Christ-centred, Spirit-empowered, Mission-focused churches</p>	<p>▶ Stewardship and Effectiveness</p> <p>Sharing systems and processes to expand mission effectiveness</p>
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3–5 year focus for national and international

<p>▶ Unified Prayer</p> <p>▶ Deepened Alliance DNA</p>	<p>▶ Leader Development</p> <p>▶ Stewardship and Effectiveness</p>	<p>▶ Next Gen</p> <p>▶ Cultural Engagement</p>	<p>▶ Church Health and Multiplication</p> <p>▶ Global Partnerships</p>
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APPENDIX 1: STRATEGIC ROADMAP



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Growth drivers and strategic areas

This 10-year strategy will require us to engage in ambitious priorities.



Prayer	Leaders	Ministries	Stewardship and Effectiveness	
<p>United Prayer</p> <ul style="list-style-type: none"> Foster grass-root prayer groups: disciple-making, leadership prayer shields, missional, and strategic teams Share simple and reproducible prayer and disciple-making tools <p>Transformational Encounter</p> <ul style="list-style-type: none"> Foster a culture of expectancy for divine encounter Increase corporate prayer and pursuit of God's presence Integration of deeper life and disciple-making <p>Mentoring Next Gen</p> <ul style="list-style-type: none"> Identify, equip, and release spiritual mentors Provide opportunities to learn alongside seasoned intercessors 	<p>New Leaders:</p> <p>Next Gen and Next Era</p> <ul style="list-style-type: none"> Adapt leader on-ramps and pathways Strengthen theological formation Invest in Next Gen opportunities and development <p>Existing Leaders:</p> <p>Licensed and Lay</p> <ul style="list-style-type: none"> Standardized licensing and ordination Reflecting diversity of communities On-board and develop new workers in first five years Strengthen member care and support Ongoing professional development for all workers <p>All Leaders</p> <ul style="list-style-type: none"> Strengthen Alliance DNA Invite partnership in prayer, disciple-making, and global mission 	<p>NATIONAL</p> <p>New Ventures and Churches</p> <ul style="list-style-type: none"> Increase new churches, sites, and congregations Increase New Ventures, discernment communities, and apprenticeships Increase hospitality to new immigrants Identify and reach least-churched and under-resourced areas for Gospel witness <p>Existing Churches</p> <ul style="list-style-type: none"> Strengthen alignment with The Alliance Strengthen culture of prayer and missional engagement Local church revitalization Increased collaboration and support for networks and cultural associations 	<p>INTERNATIONAL</p> <p>Church Development</p> <ul style="list-style-type: none"> Empower reproducing local fellowships among least-reached Identify, equip, and release local believers that lead faith communities Strengthen indigenous and expatriate Christian communities Increase participation with Alliance World Fellowship <p>Relief & Development</p> <ul style="list-style-type: none"> Incarnate the Gospel by responding to natural and man-made disasters Serve local communities through intervention <p>Marketplace</p> <ul style="list-style-type: none"> Develop sustainable business for Gospel presence among least-reached Develop globally-minded strategic entrepreneurs Focus on spiritual transformation, profit, social impact, and creation care Make and mobilize disciples who become disciple-makers Send marketplace workers from the nations to the nations 	<p>Systems</p> <ul style="list-style-type: none"> Optimize resources and systems Integrated tools and Database Common Dashboard <p>Financial Health</p> <ul style="list-style-type: none"> Strengthen communications and contributions Develop new revenue models <p>Land and Property</p> <ul style="list-style-type: none"> Support churches in property optimization, redevelopment strategies, and facility revitalization <p>Safe Ministries and Management</p> <ul style="list-style-type: none"> Safe Ministries: case management and training Shared resources and services Cultivate a safe environment without barriers to meeting and experiencing Jesus
<p>In all of these strategic areas, we will collaborate and partner with like-minded ministries, organizations, and the global Church</p>				

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APPENDIX 2: CHURCH SUMMARY REPORT

From April 1, 2022 to March 31, 2024, a total of 25 new churches and 35 Sites/New Ventures/Discerning Communities have started.

Churches

	District Name	Church	Type	Start Date
1	CMD	Winnipeg Chinese Bible Church	Developing	2024-04-01
2	ECD	Arabic Bible Church of Ottawa	Developing	2024-03-27
3	ECD	Summit Community Church	Organized	2023-12-13
4	ECD	North Glengarry Alliance Church	Developing	2023-11-30
5	CCD	Good Neighbour Chinese Church	Organized	2023-09-18
6	WCD	Bonnyville Fellowship Alliance Church	Organized	2023-08-25
7	ECD	Chinese Evangelical Alliance Church of Toronto	Organized	2023-06-21
8	ECD	Cornerstone Chinese Alliance Church	Organized	2023-06-21
9	ECD	Filipino Alliance Church of Toronto	Organized	2023-06-21
10	ECD	Filipino Community Church	Organized	2023-06-21
12	ECD	GTA Vietnamese Community Church	Organized	2023-06-21
13	ECD	The Well	Organized	2023-06-21
14	ECD	Zion Alliance Church	Organized	2023-06-21
15	ECD	Richmond Hill Mandarin Alliance Church	Organized	2023-06-21
16	ECD	Pine Ridge Family Church	Organized	2023-06-20
17	ECD	North Toronto Chinese Alliance Church	Organized	2023-06-20
18	ECD	North York Mandarin Alliance Church	Organized	2023-05-12
19	WCD	Edmonton Arabic Alliance Church	Developing	2023-05-01
20	ECD	Newmarket Spanish Alliance Church	Developing	2023-01-25
21	ECD	Pilgrim Community Church	Affiliated	2023-01-01
22	CPD	Vancouver Mandarin Church of the C&MA	Developing	2022-12-13
23	CPD	Nanaimo Chinese Alliance Church	Organized	2022-11-20
24	CPD	Surrey Vietnamese Alliance Church	Organized	2022-05-13
25	ECD	Newmarket Chinese Alliance Church	Organized	2022-04-27

Appendix 2: Church Summary Report (continued)

Sites/New Ventures/Discerning Communities

	District	Church	Type	Start Date
1	ECD	Scarborough Chinese Alliance Gormley Campus	Site	2023-02-09
2	WCD	Bowness	New Venture	2024-03-15
3	ECD	North Glengarry Alliance	New Venture	2024-02-15
4	ECD	Stonehaven Spanish	New Venture	2023-12-01
5	CCD	True North Soul Care	New Venture	2023-12-01
6	CCD	Thriving Indigenous Youth	New Venture	2023-07-15
7	ECD	Toronto Evergreen Alliance	New Venture	2023-07-01
8	CMD	Indigenous Voices	New Venture	2023-06-01
9	SLD	Baile St.	New Venture	2023-06-01
10	CPD	New Life Alliance: Surrey	New Venture	2023-04-16
11	CCD	Prarthana Ka Ghar (House of Prayer)	New Venture	2023-04-01
12	ECD	Church @ the Table	New Venture	2023-02-01
13	CCD	Love Drayton	New Venture	2023-01-01
14	ECD	Whitby Chinese Alliance	New Venture	2022-12-01
15	ECD	Faith Christian Alliance: Durham	New Venture	2022-11-01
16	ECD	Narratus	New Venture	2022-10-01
17	WCD	Beulah: Bonnie Doon	New Venture	2022-09-01
18	CPD	Maple Ridge Good News	New Venture	2022-08-01
19	WCD	Ramsay / Inglewood	New Venture	2022-08-01
20	WCD	RockPointe Intercultural	New Venture	2022-08-01
21	CMD	Lights Manitoba	New Venture	2022-07-01
22	CCD	Dundas	New Venture	2022-07-01
23	ECD	Fredericton International Student & Newcomer	New Venture	2022-05-16
24	CCD	Butterfly Way Muskoka	New Venture	2022-05-01
25	CCD	Jacqueline Street Alliance	New Venture	2022-04-01
26	CCD	Oakville Cantonese	Disc Com*	2024-03-01
27	SLD	South Shore Agape	Disc Com	2024-03-01
28	CCD	Milton Arabic	Disc Com	2024-01-15
29	ECD	Durham Spanish	Disc Com	2024-01-01
30	ECD	Keswick Chinese	Disc Com	2023-06-01
31	CCD	Shelburne	Disc Com	2023-04-01
32	SLD	Gatineau Arabic	Disc Com	2023-01-01
33	CPD	Tsawwassen	Disc Com	2022-11-01
34	ECD	Tigrayan Alliance Fellowship	Disc Com	2022-11-01
35	ECD	Clarington	Disc Com	2022-11-01

* Discerning Communities create a space for those passionate about a specific people group or geographic region to discern their next steps. Discerning Communities are a supportive structure offered by New Ventures where a group can come together to listen, learn, and answer the following questions: Jesus, where are you at work in this region or people group? As a group, how are you inviting us to partner with you? Generally, a Discerning Community gathers over a 6-9 month period. Together this group learns about an agreed-upon area, looks for opportunities to serve various needs, and listens for invitations of the Spirit to partner with God in a given region.

APPENDIX 3: GLOBAL MINISTRIES TRENDS

GM TRENDS 2022 — 2023

Type of Worker	as of 12/31/2022		as of 12/31/2023
Fully-funded		130	132
Partially-funded		38	25
Self-funded		4	2
Total IW's		172	159
Age			
Age 20 - 29		2%	2%
Age 30 - 39		17%	17%
Age 40 - 49		24%	28%
Age 50 - 59		26%	24%
Age 60 - 69		29%	28%
Age 70+		2%	2%
Turning 65 in next decade		33%	29%
Average Age		51	51
Most Common Age		64	62
Male Average Age		53	53
Female Average Age		50	50
Avg Age - fully funded		50	50
Avg Age - partially funded		54	56
Avg Age - self funded		60	66
Percentage of Workers by Development Tracks			
Church Development		64%	61%
Relief & Development		14%	16%
Marketplace		11%	12%
Support Ministries		11%	11%
Percentage of Workers by Type of Access			
Creative Access Country	86	50%	54%
Open Country	86	50%	46%
Percentage of Workers by Gender			
Male Total	78	45%	45%
Female Total	94	55%	55%



The Alliance Canada Vision Prayer

O God, with all our hearts, we long for You.
Come, transform us to be Christ-centred,
Spirit-empowered, Mission-focused people,
multiplying disciples everywhere.