

# REPORT OF THE COMMITTEE ON STRATEGIC PLAN

---

## General Assembly 2024

July 9, 2024

The Committee on Strategic Plan (hereafter referred to as “the committee”) is grateful for, and was inspired by, the Report of the President to General Assembly 2024 as he outlined a vision and roadmap for prayer, leadership development, stewardship, and ministries in Canada and around the world. The committee is excited to join our President who invites our churches to imagine doubling our reach by 2034, both internationally and nationally.

The committee thanks the Board of Directors for their efforts to fulfill the recommendations of General Assembly 2022. The committee thanks Presidents Smith and Ashlin-Mayo at Ambrose University and President Bieselaar at L'École de Théologie Évangélique du Québec for the informative reports from our partner schools. The committee also thanks those who met with us to answer questions: President Darren Herbold; Vice President of Operations and Strategy Execution, Wayne Regehr; Pacific District Superintendent and Chair of the Alliance Canada Theological Commission, Mark Peters; and Ambrose University President, Bryce Ashlin-Mayo.

Following the instructions in the Terms of Reference, the committee met to pray and discuss the reports of The Alliance Canada’s President, Board of Directors, and partner schools. The committee divided into subcommittees that identified encouragements, concerns, missing items, and possible recommendations. The committee also monitored and considered comments on three questions published to the General Assembly 2024 online discussion board. Finally, the committee asked Vice President Regehr to provide an evaluation of the previous “Legacy Impact” strategic plan, since the majority of its goals were to be accomplished by 2024.

### Previous “Legacy Impact” Strategic Plan (2014 – 2024)

The committee is encouraged by aspects of the Legacy Impact Strategic Plan where The Alliance Canada came closest to, or surpassed, the accomplishment of outcomes:

- 90.8% of workers and churches agree with and have active engagement toward the goal of bringing access to least-reached people groups.
- 79.4% participate in and/or experience a deeper sense of spiritual health and vitality.
- Each of the five global regions (formerly 5 “S”) has an intentional on-ramp for leadership development.

The committee also wants to highlight a few aspects of the Legacy Impact Strategic Plan where The Alliance Canada did not achieve its goals:

- We failed to increase in new kingdom multiplication engagements in the Silk, Sun, Sand, and Spice regions (-0.03%).
- We had a 14.2% annual decrease in the number of new churches per year.

- Only 8.5% of our churches sent at least one new international worker to a Global Ministries facilitated least-reached people group.
- Where The Alliance Canada sought to be experienced as a seamlessly connected environment of healthy structures, collaboration, and disciplined creativity by 90% of the constituency, only 46.8% reported this to be their experience.

The most significant concern of the committee, when considering the previous strategic plan, is related to a need for more concrete measurables, ongoing monitoring, and regular evaluation toward the goal of national engagement and alignment.

## Reports of Partner Schools (Ambrose University and L'École de Théologie Évangélique du Québec)

---

### ***Resolution #1***

Whereas Assembly 2022 asked The Alliance Canada's partner schools to report on how they are contributing specifically to the strategic plan in developing leaders for a wide variety of contexts (i.e., National/International, Church/Marketplace, Rural/Urban),

And whereas it was the assessment of the committee that The Alliance Canada's development of a new strategic plan to replace the Legacy Impact plan was not completed in time for the partner schools to fulfill this recommendation,

### ***Be it Resolved That***

The Board of Directors direct the President to work collaboratively with the Presidents of Ambrose University and L'École de Théologie Évangélique du Québec to report to Assembly 2026 on how these partner schools are contributing specifically to the strategic plan of The Alliance Canada in developing Christ-centered, Spirit-empowered, mission-focused leaders for a wide variety of contexts (i.e., National/International, Church/Marketplace, and Rural/Urban).

## Reports of the President and Board of Directors

The committee affirms the initiative of the President to carry out the Circles of Dialogue that extended a wide invitation to The Alliance Canada to engage with and contribute to the development of a new strategic plan.

The committee is grateful for the Whistleblower Policy, approved by the Board of Directors in November 2022, and encourages the Board of Directors to ensure that this initiative has the resources needed to respond to every concern.

It was made aware to the committee that the President's Report omitted comment about Defend Dignity. The committee applauds this organization that grew out of a desire to address a meaningful social justice issue in Canada and for 12 years was a department of The Alliance Canada. Defend Dignity became an independent charitable organization in January 2024. It continues to work toward ending sexual exploitation in all its forms.

As the committee gave careful and prayerful consideration to the Report of the President, the overall assessment is that The Alliance Canada is moving in the right direction. However, it needs to develop and communicate specific strategies with measurable outcomes for each element of the new strategic plan. The recommendations below demonstrate the gratitude of the committee for the promise of dashboard tracking. At the same time, the committee looks forward to national engagement and alignment with the new strategic plan.

---

***Resolution #2***

Whereas The Alliance Canada has a clear vision for prayer, “we do nothing until we pray” (Report of the President, p. 10), and the info-graph of the strategic roadmap (Report of the President, p. 36) demonstrates that the soil and roots of our movement are prayer,

And whereas The Alliance Pray! Team has wound down its work and its replacement is still evolving from grassroots,

And whereas the strategic roadmap is, at this stage, primarily inspirational around the idea of unified prayer,

***Be it Resolved That***

The Board of Directors direct the President to communicate to 2025 District Conferences a clearly defined strategy with measurable outcomes for developing unified prayer in local, district, national, and global contexts.

---

***Resolution #3***

Whereas General Assembly 2022 resolved that the Board of Directors look to the current levels of diversity in The Alliance Canada’s structures and determine what next steps should be taken to address any concerns that are identified,

And whereas the reports of the President and Board of Directors reported on levels of diversity (Report of the Board of Directors, Appendix #9) but do not include these next steps,

***Be it Resolved That***

The Board of Directors direct the President to communicate to 2025 District Conferences a clearly defined strategy with measurable outcomes for engaging qualified female and male leaders from a wide range of ethnicities and ages in local, district, national, and global contexts.

---

***Resolution #4***

Whereas The Alliance Canada, in addition to the predicted retirement of a significant number of pastors (Report of the President, p. 11), is also facing a high percentage of pastors who are considering an exit from career ministry due to stresses associated with the role,

And whereas The Alliance Canada’s vision is dependent upon healthy leaders who are adequately resourced to complete their full calling,

***Be it Resolved That***

The Board of Directors direct the President to communicate to 2025 District Conferences a clearly defined strategy with measurable outcomes for worker retention in local, district, national, and global contexts.

---

***Resolution #5***

Whereas the Report of the President emphasizes greater connection between national, district, and local churches toward a common vision and plan to continue investing in international areas of impact,

And whereas the committee is agreed that greater clarification is needed regarding strategic direction for Global Ministries,

***Be it Resolved That***

The Board of Directors direct the President to communicate to 2025 District Conferences a clearly defined strategy with measurable outcomes for global ministry in local, district, national, and global contexts. This strategy will address:

- A vision for international ministries that compels people in Alliance churches to pray, give, and go;
  - Strategic models for international ministries; and,
  - A clear pathway for people who are called to serve in Global Ministries.
- 

***Resolution #6***

Whereas General Assembly 2022 resolved that the Board of Directors continue to develop, with the Indigenous people who are a part of The Alliance Canada's family, a strategic initiative that will guide us in concrete ways to respond to the Calls to Action from the Truth and Reconciliation Commission,

And whereas the committee was unable to identify concrete responses in the reports of the President and the Board of Directors,

***Be it Resolved That***

The Board of Directors direct the President to communicate to 2025 District Conferences a clearly defined strategy with measurable outcomes for the Calls to Action from the Truth and Reconciliation Commission.

In closing, the committee encourages all Assembly delegates to ensure their local ministry is fully engaged with all aspects of the new strategic plan. As a result, national initiatives related to prayer, leadership development, stewardship, and the growth of The Alliance Canada's ministries, both locally and globally, will not remain aspirational hopes but will become a life-giving reality. The love of Christ and the unique opportunities to share the gospel of God's grace with our broken world in the next decade compel us to make the necessary sacrifices as we make much of Jesus and double our reach in the coming decade.

Respectfully submitted,

Steve Kerr, Chair

Chris Hiebert, Vice Chair

Annette Ford, Secretary