



“20/20 By 2020” Fellowship National Strategic Plan 2016-2020

SERVE • UNITE • THRIVE

What started as a whisper several decades ago has grown into a Movement that impacts Canada and the world.

You are a part of that Movement; a Movement of churches that grew out of a conviction that the Gospel of Jesus Christ has power; a Gospel that transforms lives and is alive. The church is the vehicle God has chosen to use to transform lives.

Fellowship National **serves** a body of more than 500 churches located in five Regions across Canada. Our churches are committed to the truth of God's Word and the proclamation of salvation through Jesus Christ.

Fellowship National provides a wide variety of opportunities for churches to fulfill the Great Commission. By partnering together, our Movement is impacting Canadians and making a difference in many cultures and countries around the world.

The **Fellowship National Strategic Plan** (FNSP) is a document that identifies those strategic goals that will help to accomplish the mission and vision of the Fellowship in international missions, humanitarian relief, support services, francophone and chaplaincy ministries.

By the end of 2020, **Fellowship National** will be a thriving mission resourcing its churches and connecting churches through partnerships with our international, relief, francophone and chaplaincy ministries.

We are better together to accomplish the dream of unforgettable Kingdom impact. Imagine healthy, **thriving** churches **united** through partnerships, establishing many church plants and sending many more missionaries and chaplains to our neighbourhoods and the nations. This is our future; serving together to make passionate disciples of Jesus Christ.



Preparation Phase

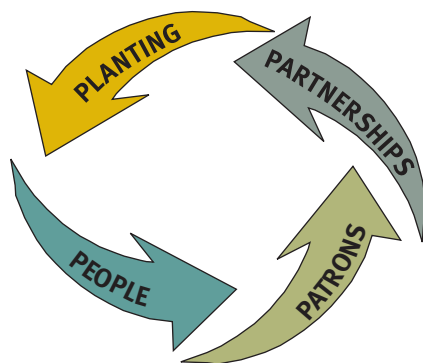
Strategic Direction Documents

Preparation for our Fellowship National Strategic Plan began a number of years ago. From 2012-2016 five **Direction Documents** were created and approved by National Council to clearly define the Fellowship National mission, vision and values in each of its departments. These documents are as follows:

- Fellowship International Direction Document:
“Gateway to the Nations”
- Fellowship Francophone Ministry Direction Document:
“Reaching Francophone Canada”
- Fellowship Chaplaincy Direction Document:
“Demonstrating Christ's Love”
- Fellowship FAIR Direction Document:
“Alleviating Human Suffering”
- Fellowship Advancement Direction Document:
“Mobilizing Churches for Mission”
- Fellowship Fundraising Direction Document:
“Inspiring for Kingdom Impact”



Visit www.fellowship.ca/strategicdirectionaldocuments to view Directional documents.

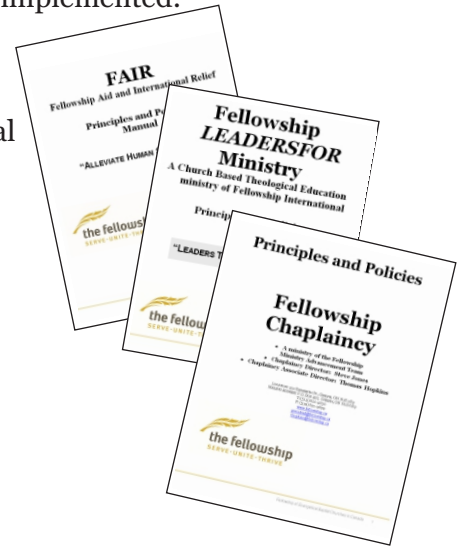


“ In 2014, 54% of Fellowship churches (271 of 503 churches) were actively partnering in Fellowship National ministries totaling over \$2 million in annual revenue. ”

POLICY and PROCEDURE MANUALS

From 2013-2015 eight **Policy Manuals** were updated or created to give clarity and definition to how the mission, vision and values of our departments are implemented:

- Fellowship International Policy and Procedure Manual
- Fellowship Francophone Church Planting Partnership Manual
- Fellowship Chaplaincy Policy and Procedure Manual
- Fellowship Employee Manual
- Fellowship Communications Manual
- FAIR Policy and Procedure Manual
- Fellowship *LeadersFor* Policy and Procedure Manual



“ Fellowship National donations must increase by 29% between 2015 and 2020 to meet future strategic goals. ”

From 2012-2014 a **Fellowship Direction Document (FDD)**, called **“We are the Fellowship”**, was created and approved by Regional and National Councils stating the mission, vision, values and strategic structure of the entire Fellowship movement. This document acts as our “Statement of Mission” to serve alongside our “Statement of Faith”. These two act as our identity documents, telling us and others what we believe, who we are and what we do.

From 2015-2016, a **Fellowship National Strategic Plan** entitled **“20/20 by 2020”** was created to communicate how we envision the implementation of our Departmental Direction Documents. Four key objectives were identified, (Plants, People, Partners and Patrons). Over the next five years (2016-2020) **Fellowship National** departments will seek to implement specific Strategic Goals to accomplish each of these four objectives.





International Mission ACTION PLAN

Fellowship International and FAIR Ministries



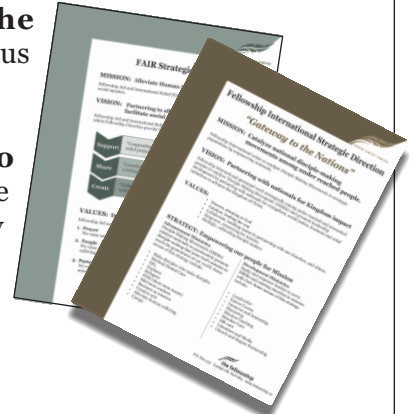
United through partnership with our member churches, imagine in five years the growth of Fellowship National's international and relief ministries with twenty new missionaries sent, twenty-one cross-cultural church-plants established, millions of dollars raised for relief ministry, four Disciple-Making Movement (DMM) fields opened, two new mission fields opened, dozens of short and mid-term missions personnel sent along with thirty-six Fellowship churches completing a global mission consult.

Introduction: Mission, Vision and Values

Our **Fellowship Direction Document (FDD)** (“**We are the Fellowship**”) states our *mission* is to make “passionate disciples of Jesus Christ”.

Our **Fellowship International Direction Document** (“**Gateway to the Nations**”) states that Fellowship International will catalyze “Disciple-Making Movements (DMM's) in strategic populations by empowering nationals”. Fellowship International envisions its personnel promoting leadership development by partnering with nationals for evangelism, social justice, business and relief initiatives to advance the Kingdom of Christ.

Our **FAIR Direction Document** (“**Alleviating Human Suffering**”) states our *mission* is to “alleviate human suffering and social injustice”. Our FAIR ministry *envisions* that humanitarian aid will be typically delivered through church partnerships via Fellowship missions personnel. Our FAIR direction document states that it values “people, partners and the priority of spiritual transformation”.



“In 2014, Fellowship International constituted 68% of all Fellowship National's revenue sources; it must become 73% by 2020 or a growth of 48% between 2015-2020. In 2014, FAIR constituted 10% of all Fellowship National's revenue resources; it must become 14% by 2020 or a growth of 86% between 2015-2020.”

By the end of 2020, **Fellowship National** envisions the following through our Fellowship International and FAIR Departments:



Strategic Objective

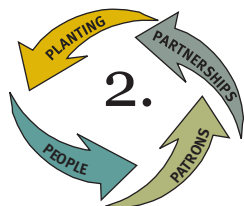
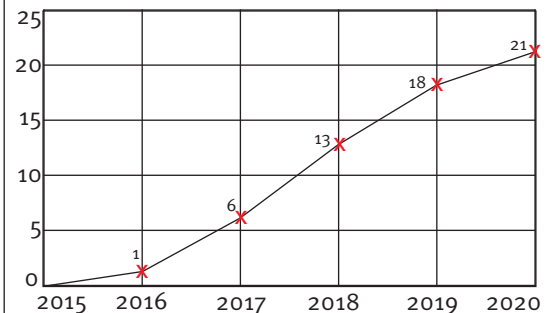
PLANT—Raising

Strategic Goals

- By the end of 2020 Fellowship International will establish four (4) Disciple-Making Movements (DMMs) within four targeted strategic populations.
- By the end of 2020 Fellowship International will plant twenty-one (21) cross cultural churches within targeted strategic populations.
- By 2018, Fellowship International will create, implement and train its missionaries in the new DMM model via Missions Institute and a new CICA module.

“There are 420,000 “foreign” missionaries today with only 10,200 involved with pioneer unreached people groups. Canada is tenth among missionary-sending nations with 8,500 Canadians involved in cross-cultural missions. ”

INTERNATIONAL CHURCH PLANTING



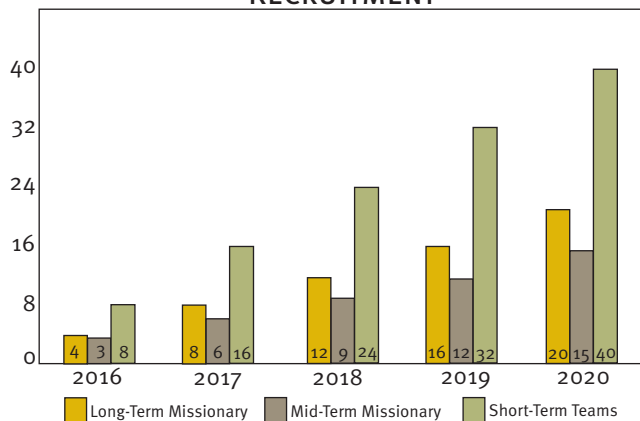
Strategic Objective

PEOPLE—Raising

Strategic Goals

- By the end of 2020 Fellowship International will recruit twenty (20) long-term missionary units.
- By the end of 2020 Fellowship International will deploy fifteen (15) mid-term missionary units.
- By the end of 2020 Fellowship International will have promoted four (4) “priority fields” and established two (2) “new fields” for specific recruitment.
- By the end of 2020 Fellowship International will facilitate forty (40) short-term mission teams from our churches to Fellowship International fields.
- By the end of 2020 Fellowship International will recruit five (5) new cross-cultural workers serving within Canada.

RECRUITMENT





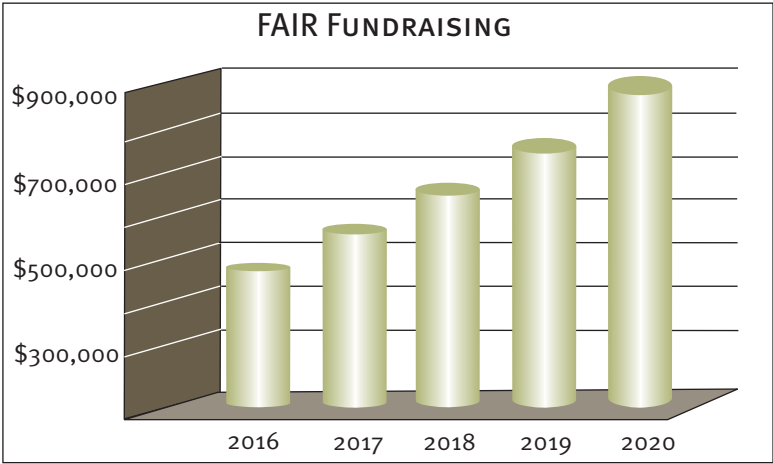
Strategic Objective	Strategic Goals
PARTNER—Raising	<ul style="list-style-type: none"> • By the end of 2020 Fellowship International will establish twenty (20) new church partnerships. • By the end of 2020 Fellowship International will host thirty-six (36) mission coaching consults; training church leadership in global mission best practices. • By the end of 2020 FAIR will establish fifteen (15) new church partnerships. • By the end of 2020 FAIR will establish four (4) agency partnerships with humanitarian/social justice ministries.



“ Mission coaching assists local congregations to identify and take ownership of their own strategic missions focus in such a way that it engages their people in the deployment of their unique gifts and resources in partnership with others, for the accomplishment of God’s mission beginning in their Jerusalem and extending to the ends of the earth. The mission coaching process provides a church a context for unhurried reflection and the intentional seeking of God’s face in identifying its own particular mission thrust into the world. ”



Strategic Objective	Strategic Goals
PATRON—Raising	<ul style="list-style-type: none"> • By the end of 2020, in partnership with our donors, FAIR will raise three (3) million dollars in humanitarian support. • By the end of 2020, in partnership with our donors, Fellowship International will raise adequate support for current and new missionary units.



“ Fellowship International’s strategic goal is to recruit 20 new long-term missionary units between 2015-2020 requiring additional annual revenue of \$1.55 million or an increase of 52% between 2015 and 2020. ”



Canada Mission ACTION PLAN

Fellowship Francophone, Chaplaincy, Fundraising and Services Ministries



United through partnership with our member churches, imagine in five years the growth of Fellowship National's francophone, chaplaincy and fundraising ministries with \$2,500,000 raised to support church-planting in our five Fellowship Regions, sixty new francophone church-planting partnerships established, thirty new chaplains appointed, five cross-cultural workers sent across Canada, and a Fellowship Foundation that has grown to \$6 million through investment and a planned giving program.

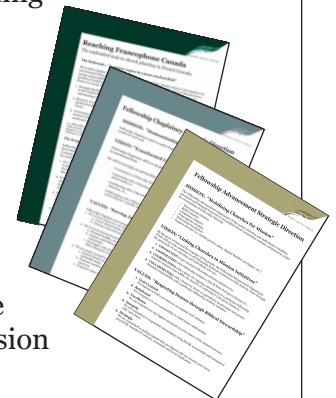
Introduction: Mission, Vision and Values

Our **Fellowship Direction Document (FDD “We are the Fellowship”)** envisions that “every church has unforgettable Kingdom impact”. This same document also identifies in its strategy statement that churches “make disciples” through a variety of ministries including “Francophone and Chaplaincy ministries”.

Our **Francophone Direction Document (“Reaching French Canada”)** identifies the great spiritual need to reach French Canadians with only 0.8% identifying themselves as evangelical Christian. Our new model for Fellowship French ministry is “from missionary support to strategic partnerships with Francophone church plants”.

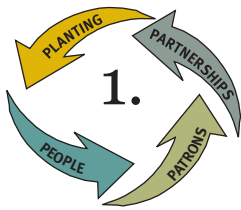
Our **Fellowship Chaplaincy Direction Document (“Demonstrating Christ's Love”)** states our mission is to “demonstrate the love of Christ where people live and work”. We value chaplains who “serve authentically”. We envision our churches in partnership with chaplains “resulting in transformed lives”.

Our **Fellowship Fundraising Direction Document (“Inspiring for Kingdom Impact”)** states our mission is to “enable Fellowship donors to fulfill their God-given dreams and aspirations.” We seek to do this by being dependent on God's provision while cultivating donor relationships and respecting these donors through Biblical stewardship. We will fund for Kingdom impact by committing to align all appeals with our stated mission and vision. Our strategy for funding is donor support, ministry assessment, project appeals, investment revenue and an expanding Fellowship Foundation.



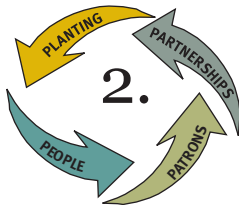
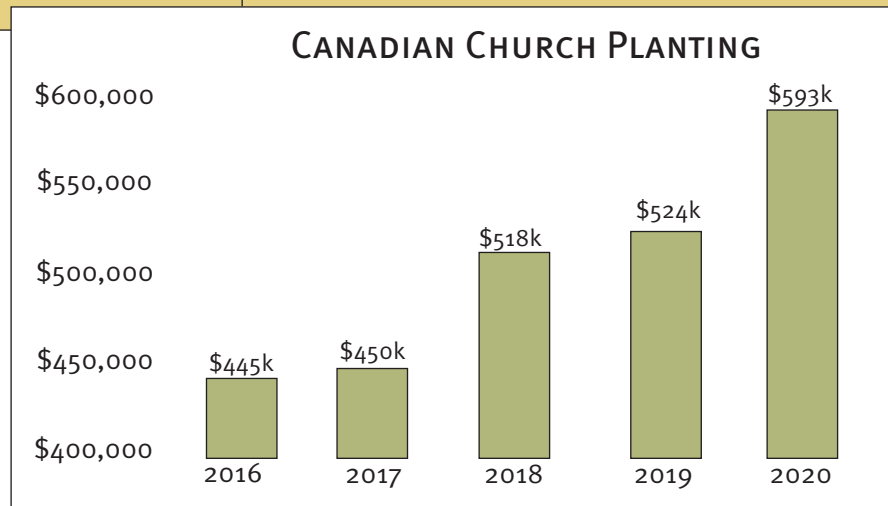
“ In 2013, there were 484 French-speaking Protestant churches in Quebec with only 0.8% of French Canadians self-identifying as evangelical. ”

By the end of 2020, **Fellowship National** envisions the following in our francophone, chaplaincy and fundraising ministries, administered by the Fellowship Advancement Department:

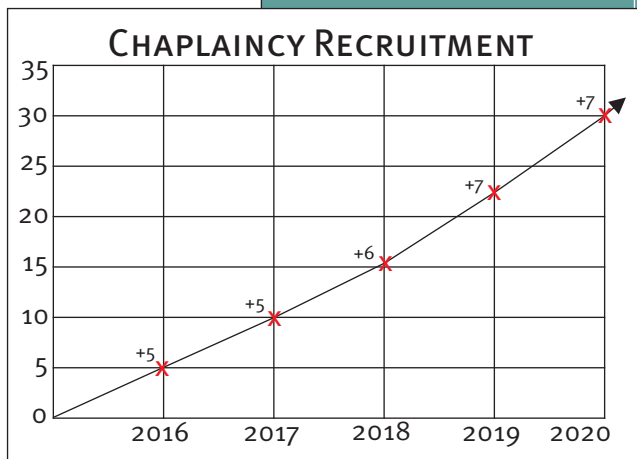


“ Quebec needs 2,500 more church plants to meet the goal of one church per 2,000 people. ”

Strategic Objective	Strategic Goal
PLANT—Raising	<ul style="list-style-type: none"> By the end of 2020, Fellowship National will raise \$2.5 million for Regional church planting initiatives across Canada.



Strategic Objective	Strategic Goals
PEOPLE—Raising	<ul style="list-style-type: none"> By the end of 2020, the Fellowship Advancement Department (FAD) will recruit thirty (30) new Fellowship Chaplain units of which 4 will be employee chaplains. By the end of 2020, Fellowship National will add fifty (50) new members (net) to our Health plan and thirty (30) new members (net) to our Pension plan.



“ Fellowship Chaplaincy increased from 27 to 54 chaplains in just 18 months (2014-2016). ”



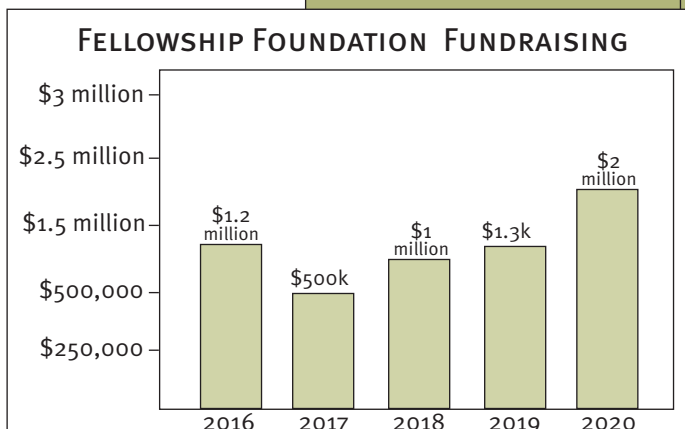
Strategic Objective	Strategic Goals
PARTNER—Raising	<ul style="list-style-type: none"> By the end of 2020, FAD will support the AÉBÉQ Region in the brokering of sixty (60) new church partnerships. By the end of 2020, FAD will establish four (4) new chaplaincy “employee” partnerships. By the end of 2020, FAD will support Fellowship International and the FAIR departments in brokering thirty-five (35) new church partnerships. By the end of 2020, Fellowship National will add three (3) new Affinity programs to help benefit our members and churches.

QUEBEC EVANGELICALS	
Denomination	Francophone Churches
Fellowship Baptist	87
PAOC (Pentecostal)	61
Brethren	37
Assemblies of God	29
Union Baptist	22
Alliance	17
Southern Baptist	13
Nazarene	7
Anglican/United	4/4
No affiliation	200

“ Annual average revenue for FAIR has been \$423,000. Between 2015-2020, projected revenue increase will be from \$465,000 (2016) to \$864,000 (2020), a total annual revenue increase of 86% over five years. ”



Strategic Objective	Strategic Goals
PATRON—Raising	<ul style="list-style-type: none"> By the end of 2020, FAD will establish 100 new donors overall and move 100 existing donors to greater commitment. By the end of 2020, FAD will support Fellowship International and the FAIR departments in raising funds for current and future missionaries and relief projects/aid programs. By the end of 2020, Fellowship National will grow the Fellowship Foundation to \$6 million through legacy giving, investments, etc.





International Mission ACTION PLAN

Establishing cross-cultural church plants and appropriate training for all international personnel

MULTIPLICATION for Mission	Year	Church Plants	Training (Mission Institute)
	2016	1	15 units
	2017	5	15 units
	2018	7	10 units
	2019	5	
	2020	3	
	TOTAL:	21	40 units

Appoint long-term missionaries, deploy mid-term missionaries, establish fields and send short-term teams

RECRUITING for Mission	Year	Appoint Long-termers	Deploy Mid-termers	Establish Fields (DMM and new fields)	Send short-term teams	Cdn. Cross-cultural workers in Canada
	2016	4	3	1/1	8	1
	2017	4	3	1/0	8	1
	2018	4	3	0/1	8	1
	2019	4	3	1/0	8	1
	2020	4	3	1/0	8	1
	TOTAL:	20	15	6	40	5

Establish international and relief partners and complete mission-coaching consultations.

MOBILIZING for Mission	Year	Int'l Partners	Relief Church Partners	Coaching Consults	Relief Agency Partners
	2016	4	3	6	0
	2017	4	3	6	1
	2018	4	3	8	1
	2019	4	3	8	1
	2020	4	3	8	1
	TOTAL:	20	15	36	4

In partnership with donors we raise sufficient funds for International personnel and relief projects.

FUNDRAISING for Mission	Year	FAIR Projects	Long-term missionary support (4 units per year)*	Mid-term missionary support (3 units per year)
	2016	\$465,300	\$130,000	\$75,000
	2017	\$535,095	\$221,000	\$75,000
	2018	620,710	\$193,000	\$75,000
	2019	\$726,231	\$153,000	\$75,000
	2020	\$864,215	\$280,000	\$75,000
	TOTAL:	\$3,211,551	\$977,000	\$375,000

* These annual amounts are based on retaining 60% of missionary attrition support (based on average support package of \$70,000/year). Also includes 3% COLA per annum.



Canada Mission ACTION PLAN

Support for Regional Church Planting in Canada

MULTIPLICATION for Mission	Year	AÉBÉQ	Pacific, Prairies, Central, Atlantic			
		Partnerships (12 per year)	Grants \$7-10,000 each (new church plants)	Projects (Thrive appeals)	French Partners planted outside QC	Baptist Builder (4 per year)
	2016	\$300,000	\$50,000	\$30,000 (QC)	\$15,000	\$50,000
	2017	\$330,000	\$50,000	-	\$20,000	\$50,000
	2018	\$363,000	\$50,000	\$30,000	\$25,000	\$50,000
	2019	\$399,000	\$50,000	-	\$25,000	\$50,000
	2020	\$438,000	\$50,000	\$30,000	\$25,000	\$50,000
Total:		\$1,830,000	\$250,000	\$90,000	\$110,000	\$250,000
GRAND TOTAL: \$2,530,000						

Appoint chaplains and ensure member care of personnel

RECRUITING for Mission	Year	Chaplains Appointed	Health/Pension member care (increased clients)	
			Health	Pension
	2016	5	10	10
	2017	5	10	5
	2018	6	10	5
	2019	7	10	5
	2020	7	10	5
TOTAL:		30	50	30

Establish francophone, chaplain and affinity program partnerships

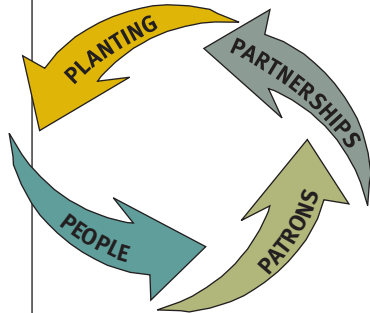
MOBILIZING for Mission	Year	AÉBÉQ Partnerships	Employee chaplain Partnerships	Affinity program Partnerships
	2016	12	0	1
	2017	12	1	-
	2018	12	1	1
	2019	12	1	-
	2020	12	1	1
TOTAL:		60	4	3

Create new donors, increase donor commitment and grow the Fellowship Foundation

FUNDRAISING for Mission	Year	Donor Increase (existent/new)	Fellowship Foundation
	2016	20/20	\$1,200,000
	2017	20/20	\$ 500,000
	2018	20/20	\$1,000,000
	2019	20/20	\$1,300,000
	2020	20/20	\$2,000,000
TOTAL:		100/100	\$6,000,000

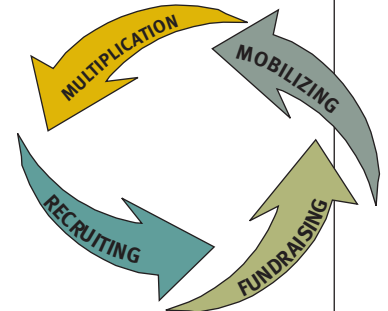


CONCLUSION



The **Fellowship National Strategic Plan** (FNSP) serves our Movement by identifying those strategic goals that will enable Fellowship National to accomplish its mission and vision over the next five years.

The President will be accountable to National Council to establish and monitor annual strategic goals that align with the accomplishing of the “20/20 by 2020” Fellowship National Strategic Plan.



Three departments (Fellowship International, FAIR, and Fellowship Advancement) will execute the goals of the FNSP, while two departments (Services and Communications) will support the success of accomplishing these strategic goals.

We **serve** together to ensure every church has an unforgettable Kingdom impact in Canada and globally.

We **unite** as a Movement of churches committed to making passionate disciples of Jesus Christ.

We **thrive** as churches make disciples and multiply churches throughout Canada and around the world.

“Revenue must grow annually from \$5 million in 2015 to nearly \$7 million by 2020 to meet all Fellowship National strategic goals and revenue needs.”



The Fellowship
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