



**SPRUCE GROVE**  

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**ALLIANCE CHURCH**

**Strategic Plan 2018 - 2021**

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## **Accountability Statement**

This strategic plan for the three years commencing July 1, 2016 was prepared under my direction. All of the Board's policy decisions as of March 31, 2016, with material ministry or fiscal implications of which I am aware have been considered in preparing this plan.

The Board's priorities outlined in the strategic plan were developed in the context of the church's ministry plans. I am committed to achieving the planned results laid out in this strategic plan.

Graham Jespersen, Chair  
September, 2016

## GOVERNANCE

Governance defines the roles, relationships, powers and accountability between the District, SGAC Membership, the Board and the Staff. The Christian and Missionary Alliance established Spruce Grove Alliance Church (SGAC) in 1945 to operate within its approved Constitution and Bylaws. The Board of Elders is accountable to the members of SGAC and to the Western Canadian District. Elders are selected by a nominating committee that is made up of five members; the Lead Pastor, two members of the Board and two members from the congregation at large. The nominating committee recommends a slate of candidates to the membership at a duly constituted meeting at which time they may be voted in by the membership for a two year term. The Lead Pastor is accountable to the Board and the staff to the Lead Pastor.

## VISION

Turning people into fully devoted followers of Jesus within Christ-like community.

## Mission- Thrive Spiritually, Build Community, Reach the Lost

### Thrive Spiritually

*Bible-based, Spirit-led, Prayer-saturated.*

God's Word is our foundation, and we desire to be well-rooted and thrive in our knowledge and understanding of the Bible. The Holy Spirit transforms us, leads us, and empowers us for God's purposes. And prayer matters: God hears us, we listen to Him; He initiates, we respond.

*Identified in Christ.*

We know that it is for freedom that Jesus set us free! We believe that we are new creations with a high calling in Christ. Old things have passed away, and we grow in our understanding of our new identity in him.

*Living a life of worship.*

We can worship God every day in the way we speak, work, and live. Romans 12 instructs us to present our very bodies as instruments of worship to him in all that we do.

### Build Community

*Serving the Body.*

One picture the Bible gives us to describe the Church is a body. Followers of Jesus all have a special part to play, and we are intended to love God and show his love as we grow together. If one part is missing, we all miss out. We believe God has called us to serve one another using the unique gifts he has given each one of us.

*Engaged in meaningful spiritual relationships.*

It's important to be connected! We were never intended to journey alone; God gives us the gift of each other so that we can grow together. This looks like: gathering to hear God's Word, praying together, sharing life together, being accountable to one another, and encouraging one another. We're better together!

*Stewarding God's resources.*

We recognize that all we have is really God's. He has given us the important task of managing our time, talents, finances, and His creation for His good purposes. As we share and use these resources together, God uses us to bless one another and our sphere of influence.

## **Reach the Lost**

### *Sharing our faith.*

We all need to be sharing the Good News that Jesus saves! One of our central callings and greatest privileges is to speak of God's love and grace to those who don't know him yet. The Bible teaches us to speak boldly, yet with gentleness and respect.

### *Actively ministering to neighbourhoods & nations.*

Our church community has a longstanding value of speaking and showing God's love in our immediate community and across the world. The Bible teaches that we are to be salt and light in our world. Salt brings a unique flavouring and prevents decay. Light dispels darkness and reveals truth. We are called to prevent moral decay by bringing truth, restoration, compassion and justice to our world in Jesus' name.

## SGAC STRATEGIC PRIORITIES

Strategic priorities describe the most important priorities that SGAC must accomplish in order to succeed at this point in time. Strategic priorities focus the resources of SGAC on its mission and vision and on doing the right things, well, at the right time.

Strategic Priorities serve a purpose similar to the coordinates on a ship as they set direction for the organization until these priorities are modified, achieved or replaced. These strategic priorities provide direction to guide SGAC to its preferred future. These strategic priorities will impact resource allocations. Resources include SGAC's time, talent and treasure and therefore impact the work of staff and volunteers and SGAC budget allocations.

Key results are the outcomes SGAC wishes to achieve relative to the strategic priorities. Strategies are the specific means of deploying resources to achieve SGAC's key results.

The SGAC Strategic Priorities for the next three years are as follows:

**Strategic Priority #1:** Thrive spiritually.

**Strategic Priority #2:** Build community.

**Strategic Priority #3:** Reach the lost.

**Strategic Priority #4:** Strengthen trust and transparency.

**Strategic Priority #5:** Complete required fundraising for Phase 1, Christian Education Wing.

# STRATEGIC PRIORITIES, KEY RESULTS & STRATEGIES

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## STRATEGIC PRIORITY #1

### Thrive Spiritually

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#### What this Means

Facilitate and contribute to the spiritual growth of all those who attend SGAC.

#### Key Results

Key results include: increased baptisms, increased involvement in ministry opportunities, increased fiscal support (including tithing, giving units, Canadian and Global Missions), increased regular Bible reading and prayer emphasis involvement and increased involvement in short and long term missions and Christian service.

#### Strategies

- Expand opportunities for and involvement in SGAC ministries, stewardship and Christian service.
- Ensure prayer and Bible study are integral to the yearly ministry plans developed for the following ministry areas: children, youth, women, men, seniors, worship and arts and the congregation at large.
- Ensure the foundational pillars of belief, repentance, baptism and being filled with the Spirit are evident in all SGAC Ministry areas.
- Pulpit Ministry shall be anchored in scripture and in alignment with the C&MA statement of faith and its four fold Gospel.
- Develop a Discipleship pathway from seeker to engaged believer that has an intimate relationship with Christ.
- Biblical teaching from the pulpit on tithing.
- Regularly offer Financial Peace training.

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**STRATEGIC  
PRIORITY #2**

**Build Community**

**What this Means**

Strengthen a sense of community among those who attend SGAC to facilitate attachment, engagement, a strong sense of belonging, spiritual growth, and outreach.

**Key Results**

Key indicators include integration of new Christians into the church body, discipleship, growth and retention of congregation members, increased percentage of those who call SGAC their home church in regular attendance, increased involvement in small spiritual growth groups and opportunities for and involvement in social interpersonal interactions.

**Strategies**

- Develop and implement effective processes to welcome, inform, integrate and disciple those who are new to the church.
- Develop and implement processes to meet spiritual and social needs resulting in increased retention of those who attend SGAC.
- Facilitate opportunities for small group involvement, equip and empower leaders and hosts and integrate non church attenders into the larger church body.
- Coordinate and host intergenerational social events which are marked by positive social interaction and community building and result in a stronger sense of belonging.
- Encourage the use of spiritual gifts through volunteerism.
- Conduct exit interviews with those that we know have left the church.

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**STRATEGIC  
PRIORITY #3**

**Reach the Lost**

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**What this means**

In speech and service share and show the gospel message and God's love to those in the community of Spruce Grove and around the world.

**Key Results**

This priority aims to ensure that evangelism is an integral part of all ministry areas in SGAC. Key indicators include intentional evangelistic emphases in children, youth, men and women and seniors annual program plans, widespread involvement of the congregation in evangelism activities, training, follow-up with new converts, the hands and feet of Jesus which demonstrate the gospel values in practical ways.

**Strategies**

- Ensure evangelism is integral to the yearly ministry plans developed for the following areas: children, youth, women, men, seniors, worship & arts and the congregation at large.
- Implement semi-annual evangelistic training focused on equipping and modeling outreach into our community.
- Implement timely follow-up and reporting program for new converts.
- Increase community connections and events as pre-evangelism activities.
- Every Ministry area will incorporate ways to be the hands and feet of Jesus in our community.



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**STRATEGIC  
PRIORITY #4**

**Strengthen Trust and Transparency**

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**What this means**

Central to all decision making by Church Leadership shall be its impact on trust and transparency within and among leadership and congregation.

**Key Results**

Clear role expectations are developed and consistently followed, regular communications from the Board of Elders meeting decisions are provided to the congregation, increased reporting of use and impact of giving, increased use of volunteers.

**Strategies**

- Hold two Congregational meetings per year.
- Tri-annually report to congregation from the Board of Elders and Lead Pastor.
- Accurate reporting of performance metrics including financials, attendance, conversions, baptisms, and celebrate the impact of the giving.
- The Finance Team shall review and make recommendations to the board of Elders for any requested expenditures outside of the approved budget.
- Maintain annual staff evaluations.
- At least annually the Board of Elders will engage in a telephone survey with the Congregation to elicit input and feedback.
- Elders shall be engaged in regular visitation for feedback.

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**STRATEGIC  
PRIORITY # 5**

**Complete required fundraising for Phase 1, Christian Education Wing**

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<b>What this means</b>	Phase 1 is projected to cost six million dollars. C&MA requires that for such a project two million dollars must be raised in cash and two million dollars must be pledged before financing the remaining two million dollars. Therefore the strategic priority is to raise the two million cash on hand and two million pledged from the congregation.
<b>Key Results</b>	Two million cash on hand. Two million pledged.
<b>Strategies</b>	<ul style="list-style-type: none"><li>➤ The future development team will develop a plan to raise the funds and present it to the board of elders for ratification or amendment before presentation to the congregation.</li><li>➤ Continue to increase the annual transfer from the general fund to the future development fund to:<ol style="list-style-type: none"><li>1. contribute to the cash on hand</li><li>2. develop financing capacity for a mortgage payment.</li></ol></li></ul>

## Next Steps

1. The original Strategic Plan (2016-2019) has been followed with the successes and challenges as noted in the Sept 2017 Progress Report. This revised Strategic Plan (2018-2021) has been developed to reflect the progress made and the challenges that remain.
2. The Board of Elders approved a process for the implementation of the Strategic Plan including who will do what by when? An annual board work plan has been developed and accountability reports scheduled for specific meetings, some annual, some three times per year and others quarterly. The senior pastor has been assigned lead responsibility for some strategic priorities, the Board of Elders for others while the Board has developed committees with clear terms of reference which are accountable for other deliverables related to the Strategic Plan.
3. The Senior Pastor must ensure role descriptions aligned with the Strategic Plan are developed for all ministry staff and that annual written evaluations are conducted based on these role descriptions. In addition annual program plans will be developed for all Ministry areas to ensure the Strategic Plan is implemented with integrity in a timely fashion. An annual personnel management report shall be prepared by the senior staff and provided to the Board detailing ministry roles and performance of staff.
4. The Board will provide tri-annual reports to the congregation relative to progress relative to the strategic priorities.
5. Annually the Board will review progress relative to the Strategic Plan and make adjustments where warranted.
6. The Board will continue to conduct annual evaluations of the Senior Pastor.
7. All of the above processes are designed to increase clarity of expectations and priorities and ensure accountability for the use of both fiscal and human resources in pursuit of SGAC's preferred future as articulated in this Strategic Plan.
8. The Strategic Plan establishes the priorities for the church until those priorities are changed. Annual reviews provide an opportunity for the board of elders to consider any required adjustments. In addition the Strategic Plan focuses the congregation, staff and Board's talents, time and treasure on what is deemed to be our most important work. The alignment of effort, strengthened accountability, increased effectiveness and increased clarity of purpose are critical benefits associated with the implementation of this plan. Prayerful deliberations, a commitment to pleasing God and finding His will for SGAC have been hallmarks of this work. This is a plan for SGAC, not for just the staff or for the few. The entire congregation is required to join in implementing this work and achieving the key results. Nothing positive happens without God's blessing and we earnestly seek Him and His blessing as we go forward together.