



Strategic Plan

2025-2028

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MISSION:

Equip churches and leaders for God's mission within their community.



ENCOURAGE
and **EQUIP**
churches to
listen, discern
and respond to
the Holy Spirit



IGNITE
transformation
through
innovation
and mission



CULTIVATE
ministry leaders
through diverse
pathways



FOSTER
deeper
connection
among our
CBOQ family
and with our
ministry
partners



ENSURE
intentional
stewardship for
finances and
strategic use of
resources



ENCOURAGE and EQUIP
churches to listen, discern
and respond to the Holy Spirit



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WHY:

We need to make space to listen to God
and discern the work of the Spirit.

This helps us be healthy as leaders and
make wise decisions as churches.



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KEY STRATEGIES

Group Discernment:

- Provide training and facilitation for churches to engage in group discernment, especially in determining their phase in the Church Life Cycle.
- Support churches in the legacy stage of life with strategies for next steps.
- Offer education and discussion on relevant societal issues to help churches engage thoughtfully.
- Create spaces to listen to voices across generations as churches discern their mission and calling.

Individual Discernment:

- Offer resources to help individuals engage in prayer and discern God's direction.

IGNITE TRANSFORMATION
through innovation
and mission



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WHY:

We remain passionate about sharing the hope of Christ with our communities around Ontario and Quebec. However, the cultural reality of ministry has changed and old assumptions regarding ministry and church will not sustain us into the future.

KEY STRATEGIES

Empowerment and Mission:

- Celebrate diverse models of ministry and share stories of innovative ministry.
- Highlight innovative ministries that create next generational engagement.
- Create adaptable resources that inspire innovation.
- Maintain a grant focus on missional engagement.
- Provide training for churches on how to apply for grants.

Planting and Revitalization:

- Offer resources on the cultural realities of modern ministry, change management, and church restructuring.
- Strengthen the revitalization program.
- Recruit an innovative church planter and develop church planter assessment process.



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CULTIVATE
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WHY:

We are experiencing a pastoral leadership crisis, with many anticipated retirements in the next decade. Leadership will need to come from a greater variety of ministry streams, each of which requires intentional development.

KEY STRATEGIES

Next Generation Leadership Development:

- Encourage the implementation of “Create and Cultivate” in each church.
- Develop a clear strategy to communicate the 5:1 ministry ratio.
- Bridge ministry leaders from Camp Kwasind and Next Generation ministry to CBOQ churches.
- Recruit leaders under 40 to CBOQ Board and committees.
- Celebrate and resource Next Generation pastors and encourage ordination and accreditation.
- Increase youth and young adult participation in Assembly each year.
- Achieve full participation in the Young Leaders Collective program.
- Create a cross-team strategy to bridge YLC program to CBOQ churches.

Educational Partnerships and Opportunities:

- Enhance partnership with MDC.
- Effectively use resources and opportunities from theological schools.
- Reassess the Lay Pastors Training program.
- Support co-vocational and multi-point pastors and their congregations.
- Create “Why Ministry” video series.



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KEY STRATEGIES

Improved Accreditation, Ordination, and Renewal Processes:

- Restructure the accreditation and ordination system.
- Ensure a clear credentialing renewal process.
- Create clear, accessible pathways to ministry.

Support for Multi-Cultural Pastors and Congregations:

- Ensure greater language diversity in our programs.
- Include pastors from various cultural backgrounds on boards and committees.
- Develop a support strategy for pastors new to Canada.

Mentorship and Support for Pastors:

- Build a reputation that CBOQ is an excellent family to serve as a pastor.
- Empower retired pastors for interim roles and mentoring new pastors.
- Curate CBOQ programs to avoid overwhelm and ensure resources are effectively promoted and utilized.



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WHY:

We believe churches and leaders are healthiest in community. In recent years, many of our churches and leaders have become disconnected. We have also experienced confusion around our understanding of Baptist polity.

We recognize the need for greater connection between churches, especially those that speak different languages.

KEY STRATEGIES

Welcoming Congregations and Bridging Cultures:

- Invest in Assembly as a family-wide gathering that is inclusive of all.
- Promote greater connection between churches of differing cultures.
- Offer hospitality to new pastors and churches.

Improving Connections among our CBOQ Churches:

- Proactively reach out to churches who feel disconnected from CBOQ.
- Maintain a document of current churches and pastors.
- Create mentoring partnerships between ministry leaders.
- Connect churches for missional purposes.

Identity, Polity, and Communication:

- Celebrate Baptist heritage and polity.
- Develop materials to train pastors, churches, and boards in Baptist polity.
- Provide clear explanations of CBOQ procedures during Assembly.
- Enhance connection through social media and mailings.

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ENSURE
intentional stewardship and
strategic use of resources



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WHY:

As donations change and sometimes decrease, we must be wise in developing income streams while being responsible stewards of the income we currently receive. To be good stewards, we will focus on impact, not just output.

KEY STRATEGIES

- Improve onboarding processes for new staff and complete regular evaluations and feedback.
- Develop a consistent system for celebrating staff service and milestones.
- Ensure staff salaries align with reasonable ministry standards.
- Develop a strategy to review the reasonable amount of time and assets to be invested in various churches and ministries.
- Develop a financial “rainy day” fund earmarked for ministries.
- Ensure investment in healthy and stable churches alongside churches in crisis.
- Implement the recommendations from the Fundraising Advisory Team.
- Improve donor retention, diversification of income, budget allocation and stewardship efficiency.
- Use missional language connected to CBOQ giving.
- Communicate the desire for churches to give 2-5% to CBOQ.

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