



spring garden church
Spirituality Grace Community

Spring Garden Church

Mission Policy

September, 2014

Table of Contents

Introduction...3

Values...6

Aspects of Mission and Key Terms...7

Who We Partner With...8

Vocational Missions...9

Definitions...9

Long-term Vocational
Missionaries...9

Short-term Vocational
Missionaries...9

Long-term...10

Who We Send...10

Partnership
Expectations...10

How We Support...11

Evaluation...11

Expectations of Vocational
Missionaries...11

Financial Support
and Guidelines...12

Reassessment of
Financial Support...12

Termination of
Financial Support...13

Furloughs...13

Short-term...13

Who We Send...13

Partnership
Expectations...13

How We Support...13

Evaluation...13

Financial Support
and Guidelines...13

Spring Garden Based Initiatives...17

Definitions...17

Community Initiatives...17

Individual Initiatives...17

Non-Vocational Short-term Mission
Experiences...18

Who We Send...18

Partnership
Expectations...19

How We Support...19

Evaluation...19

Financial Support
and Guidelines...20

Mission Action Team...21

Appendices

A: Examples of Partnerships...25

B: Examples of Spring Garden's missional involvement...26

C: Annual Vocational Missionary Effectiveness Communication...27

D: Annual Action Teams Effectiveness Evaluation...28

E: Funding Formula...29

Introduction

For over 65 years Spring Garden Church has been a light in the Willowdale community, at the corner of Spring Garden Avenue and Kenneth Avenue. Spring Garden Church also has a rich tradition of sending and supporting vocational missionaries throughout its long history. As of 2014, we support over 15 vocational missionaries and organizations both locally and globally through our annual budget. We are also involved in community projects that seek to involve the congregation in showing God's care and sharing God's story beyond the walls of the Spring Garden Church building.

With the passing of years, the context in which Spring Garden has sought to participate in the mission of God, in both local and global realities, has changed dramatically since its inception. We as a community are committed to continually seeking God's guidance as to how to live out our faith in an incarnational way that gives witness to God's Kingdom in our midst, and we know that in order to do so, remaining "as we were" is not an option. At the time of writing this policy, as we have been seeking to interpret together God's work in the world, our local and global context, who we are as a community of disciples, and the Scriptures, we have come to realize that there is a need to revise and update our policies regarding our communal missional activity. While we affirm that the previous mission policy gave positive structure and expression to where God was calling Spring Garden during the time it was written, we also acknowledge that it was outdated and in need of revision.

There are many reasons for this, some subtle nuances and some drastic changes. One of the most dramatic changes is that, when the previous policy was written, the North American church understood "missions" as one compartmentalized program of the church. In Christendom society where the church had power and influence in our culture and where everyone we met knew about Jesus and the Scripture, missionaries, "sent ones", were people who were sent "over there", while the rest of us who stayed home were called not to *do* mission but to support those who did. It was a time when the dualistic values of the Enlightenment had twisted our understanding of God and salvation to believe that reason, intellect and propositional truth was what God was interested in, and the rest of our physical reality was not part of His plan of redemption. Mission and evangelism in this context was understood to be our work of convincing people towards an intellectual ascent that will save them from hell into a disembodied heaven. It also was a time where the Western Church reflected the consumerism and individualism of the culture, understanding the gathering of God's people to worship as a collection of autonomous individuals coming for the primary purpose of having personal experiences in worship. This is the context into which our previous policy was written.

However, we now find ourselves in a post-Christendom culture where we are safer to assume that people know nothing about Jesus or the Scriptures than to assume that they do. We are in a post-modern context where what is real is not found in propositions and intellect but in relationships and holistic experience. We are in a time where the embodied resurrection of Jesus and the present-but-not-yet reality of the Kingdom of God have reframed our understanding of the holistic nature of redemption and spirituality and God's call on *all of his people* to participate in His mission in the world. The more we understand this, the more we realize that "mission" is not one compartmentalized program of the church and that all of us are "sent ones".

Another significant shift that has occurred in Western theological understanding over recent decades is in to whom mission belongs. Depicted in the term *Missio Dei*, Latin for "mission of God", our framework for understanding mission has shifted from seeing it as *our* work - something that is accomplished by us - to understanding that mission is not actually ours but God's. God's mission, the *Missio Dei*, is the reconciliation of the whole of creation—reconciling it, and us, to Himself, to each other and to all of creation—through the redemptive work of Jesus. And God invites us to join Him by participating in and giving witness to His marvelous work in the world. In this paradigm shift, the only way by which we can understand the sent nature of the church is to understand the sending nature of God—as the Father sends the Son, and the Father and Son sends the Spirit, so the Trinity sends us to participate in His mission of reconciliation, redemption, restoration and healing.

What does all of this mean for us as a community in how it effects our collective participation in God's activity in the world through local and global engagement? How does this affect how we organize ourselves as a community of "sent ones" who also send and partner with those of us who are called into vocational mission? How do we discern where God is calling us to work alongside Him as the particular community He has been and is forming us to be? These are the types of questions that have led us to see the need to revise and update our policy as a tool that supports us as community seeking to continually show God's care and share God's story in an incarnational way with a changing and broken world.

In seeking to revise and update the existing missions policy we have used three documents to guide our discussions. First, "*Pursuing God's Will Together - A Discernment Practice for Leadership Groups*" by Ruth Haley Barton, secondly, "*Discover: A guide to discerning your church's mission heart*" produced by Canadian Baptist Ministries (CBM), and thirdly, "*Going Global: A Congregation's Introduction to Mission Beyond Our Borders*" by Gary Nelson, Gordon W. King and Terry G. Smith. We also interviewed 15 "stakeholders", vocational missionaries and others whose opinion we felt

Introduction

would be valuable. We wish to thank the leadership of Spring Garden Church and others who have provided guidance, support and encouragement throughout this process.

Values

We believe in a God who loves this broken world and wants to reconcile us to Himself. Therefore we are commissioned by Christ to go out into the world, meeting the holistic needs of the local and global community. God calls us to participate in a redemptive work that he has already initiated; in humility, we will partner with others to work alongside and chase after Him.

(one of the core values of Spring Garden Church, 2014)

We Value:

Missions as a core activity that weaves its way through the fabric of our church family. We acknowledge that missions are a priority to the church, integrated into all that we are and all that we do. Mission activities flow in and out of worship, community life, discipleship and enhance our experience as we live life together.

Authenticity and consistency between the ethos of Spring Garden Church and those we partner with. We encourage and welcome partnership between members of our faith community and other organizations who share our core values. There should be a process of evaluation and discernment to determine the continuing effectiveness of ministries and partnerships we support.

Mission activity that proclaims and embodies God's love through showing God's care and sharing God's story. As we seek to be God's hands and feet in the world we strive to spread the message of Christ through diverse activities and in multiple ways, being conscious of a holistic balance throughout.

Being relational and reconciling. Following the example of Jesus whose ministry centered around building relationships with the people He met, we seek to invest in the lives of others, walking alongside them through shared experience. We are enriched through the welcoming of people of all cultures who live in our community.

Investment in both local and global missions. We anticipate a balanced engagement in the areas of Willowdale specifically Spring Garden Ave. and Kenneth Ave. (Jerusalem), GTA (Judea), Canada (Samaria), Globally (Ends of the Earth).

Corporate Missional Engagement and Communication. As we share the story of what God is doing through testimony, missional experiences, and teaching, we all become motivated, excited, and equipped to participate as partners in the experience.

Supporting and caring for those called vocationally. We believe that all of us are called to be missionaries in the world, but acknowledge that God calls some to use their gifts in

vocational ministry. Through prayer, financial support and practical ways we offer care and support to those set apart in this faith community.

Flexibility and Openness to hear and discern where God is calling us to participate.

Aspects of Mission and Key Terms

In Spring Garden Church we seek to support vocational missionaries in short-term and long-term assignments and to be involved in Spring Garden based initiatives through both community initiatives and individual initiatives. In our desire to affirm and remain consistent with the biblical language surrounding the sent nature of *all* disciples of Jesus, we have chosen to avoid using the term ‘missionary’ (i.e. “sent-one”) without the clarifying adjective “vocational” in order to reference specifically those who are called to vocational ministry.

The following definitions will be assumed throughout this document:

Vocational Missionary: A disciple of Jesus who by the Holy Spirit and the affirmation of the community is called to work in vocational ministry under the umbrella of a mission agency.

Spring Garden Based Initiatives: Local and global activities or partnerships initiated and undertaken by individuals or a group of people within the Spring Garden community.

Who We Partner With

Whether through vocational missionaries or Spring Garden based initiatives, Spring Garden Church often carries out its missional engagement in partnership with external organizations. The partners may be national church partners, local churches, mission agencies, etc. (see Appendix A for examples of partnerships). Spring Garden has specific expectations of its partners.

Expectation of Partners

1. Partners will have an ethos and values consistent with Spring Garden's ethos and values. Documentation of these will be provided through a Statement of Values or Statement of Faith.
2. Partners will be committed to working collaboratively alongside of national church partners and local churches.
3. Partners will have a strong awareness of and concern for, if not working directly with, the voiceless and marginalized.
4. Partners will be committed to developing engagement and empowerment of people and cultures, as opposed to dependency and entitlement.
5. Partners will be committed to and have structures in place to provide holistic care for their staff/vocational missionaries and volunteers (see "partnership expectations" in following section).
6. Mission agencies with whom we partner will be a part of a standards organization or counsel. They should be members of the Interdenominational Foreign Mission Association (IFMA), the Evangelical Foreign Missions Association (EFMA) or the Canadian Council of Christian Charities (CCCC).
7. Partners will have a Canadian-based Board of Directors, recognized by the Government of Canada.
8. Annual financial statements along with "Policies and Practices" of operation both in Canada and in its other fields of ministry, if any, will be readily available.

Vocational Missions

While we affirm that all disciples of Jesus are called to be missionaries (i.e. “sent-ones”) participating in the redemptive work of God in the world, we also affirm that God calls some to use their gifts in vocational ministry. To make this differentiation we have chosen to use the term ‘Vocational Missionary’ to refer to those disciples of Jesus who by the Holy Spirit and the affirmation of the community are called to work in vocational ministry under the umbrella of a mission agency. It is our desire as a community of disciples to offer care and support to those in our community who are called as Vocational Missionaries. Vocational Missionaries are organized under the headings of ‘Long-term’ and ‘Short-term’.

Long-term Vocational Missionary

A Long-term Vocational Missionary is a vocational missionary who enters vocational ministry for an indefinite period of time.

Short-term Vocational Missionary

A Short-term Vocational Missionary is a vocational missionary who enters vocational ministry for an intended short and limited period of time (e.g. 6 month project, 1 year contract, etc.).

Long-term Vocational Missions

Who we send

Spring Garden sends people from within our community who:

1. Have a clear commitment to Christ and share our values.
2. Have demonstrated a membership level of service and involvement with Spring Garden.
3. Are aware of their gifts and are actively engaged in using them with Spring Garden.
4. Have a clear understanding of the ministry to which God has directed them along with any further training required before they can begin their ministry.
5. Have the appropriate mental, physical, emotional and spiritual health to undertake the level of leadership and cultural adaptation required by their ministry.
6. Have received the recommendation of the pastoral team and elders.

Partnership Expectations

Sending organizations with whom we partner must be in line with “Who We Partner With” (page 8). Spring Garden expects to work as a partner with the sending organization. This means that Spring Garden will be involved in the sending, training and re-entry/furlough process.

Prior to beginning a term of service with a partnering organization, a member of the Pastoral Team and/or Mission Action Team will meet with the organization and the vocational missionary candidate to discuss:

1. Vocational Missionary care (support structure, goal setting, orientation into new culture, retirement planning, health care, education savings, etc.).
2. Funding responsibility.
3. Pre-assignment counselling (spiritual, emotional).
4. Training and Development including Spiritual Direction and Formation, Fundraising, and setting up intentional mentoring relationships.

5. Expected Frequency and level of reporting from the vocational missionaries' field supervisor to Spring Garden as well as the Canadian office.

If an organization is not interested in this level of partnership with Spring Garden we will recommend that the vocational missionary look for another agency with which to serve.

How we support

1. Communication - the vocational missionary care team will ensure communication between the vocational missionary and the congregation on a regular basis.
2. Financial - while on the field and during transitions we will support at a level that is fiscally sustainable by the congregation for that term.
3. Pastoral Care - will assist and commit to pray for the vocational missionary while on the field and during transitions.

Evaluation

The ministry effectiveness communication will be completed by each vocational missionary every year as part of the regular communication expectations. (See Appendix C)

The ministry effectiveness communication documents will be treated confidentially and stored in a manner that will protect the privacy of the vocational missionary.

Expectations of Vocational Missionaries

Spring Garden has specific expectations of our vocational missionaries.

The vocational missionary will:

1. Correspond with the church at least four times a year so that the church can understand and pray effectively for the vocational missionary.
2. Provide the Vocational Missionary Care Team with an annual summary of their financial support levels and support levels for the next financial year.
3. Notify the Vocational Missionary Care Team immediately of changes in assignments or location of ministry, or changes within the sending organization.

4. Provide the Vocational Missionary Care Team with an annual update of goals and effectiveness of ministry in the previous year. (see Appendix C)
5. Have in place a support/accountability group of people to provide ongoing care throughout the vocational missionary's term. The vocational missionary is also strongly encouraged to have a mentor walking with them.

Financial Support and Guidelines

Support usually begins when the vocational missionary becomes a member of an approved partnering organization and has begun full time deputation and preparation for vocational ministry. This time should not last more than 3 months before their initial assignment, although special considerations may be made on a case to case basis.

Support will continue for the initial term of service originally agreed to by the vocational missionary, Spring Garden and the sending organization. At the end of this term or at the start of furlough, the level of support will be re-evaluated. Continued financial support from Spring Garden should not be assumed.

The support of each vocational missionary will be reviewed annually prior to the preparation of the Mission budget. The level of support will be based on the funding formula (see Appendix E) and the present SGC financial situation and may also take into consideration changes in responsibilities, current levels of support from other sources and any other relevant considerations, which are understood from research by the Mission Action Team. This will be done in communication with the vocational missionary.

Reassessment of Financial Support

Support levels for a vocational missionary will be reassessed if the vocational missionary:

1. Ceases to be a member of the partnering organization, either through dismissal or resignation.
2. Fails to maintain communication with Spring Garden Church.
3. Undertakes remunerative employment at the organization's direction.
4. Changes partnering organizations.
5. Changes roles/responsibilities within an organization.

6. Moves to a new permanent geographical location with opportunities for new sources of local support (financial support will be stepped down over a period of time determined by the Mission Action Team).
7. Undergoes significant changes in their financial or prayer support network.
8. Belongs to an organization that changes focus or relevance.
9. Takes parental leave.

Termination of Financial Support

Any termination of financial support will be carried out in the spirit of grace and reconciliation. Financial support from Spring Garden will terminate under the following circumstances:

1. Retirement from ministry. This may be due to age or health. The vocational missionary may continue to receive support for up to six months depending on the provisions made by the mission agency regarding pension and retirement.
2. Extended furloughs. Support is normally provided for 3 months furlough for every year served since the previous furlough. However this may be extended for educational or medical leave.
3. Resignation from ministry. Provided the vocational missionary has served a minimum of five years, they may continue to receive support for six months upon the conclusion of their vocational ministry or until employment is found, whichever comes first.
4. Dismissal from ministry for incompetence or unacceptable behaviour.
5. No longer shares the core values of Spring Garden Church and/or leaves the worshipping community for reasons other than marriage, employment, education or other reasons deemed valid by a majority of SGC Deacons and Elders.

Furloughs

Spring Garden vocational missionaries should notify the Vocational Missionary Care Team of furlough plans as soon as possible to enable the team to assist in areas such as housing and transportation if necessary.

When a vocational missionary returns to Canada on furlough or completes a term of service, the vocational missionary will meet with a member of Pastoral Team and/or the Vocational Missionary Care Team for debriefing. Topics covered will include:

1. An evaluation of the vocational missionary's effectiveness.
2. An evaluation of the sending organizations care for the vocational missionary in the field.
3. The vocational missionary's future plans.
4. Re-entry counselling services required for the vocational missionary and his or her family, including who provides the counselling, length of counselling and payment.

While on furlough the vocational missionary is expected to participate in the life and activities of Spring Garden Church as much as circumstances permit. This will depend on deputation work, additional education or training, medical treatment and the vocational missionary's location on furlough.

At least once while on furlough, the vocational missionary will report to the congregation on their work while away. They should also be given opportunity for ministry within the various ministries and groups in the church as seems appropriate by those overseeing these ministries.

Short-term Vocational Missions

Who we send

Short-term vocational missionaries should share the values of Spring Garden Church and have demonstrated a membership level of service and involvement with Spring Garden.

Formal training may not be a necessity for short-term vocational missionaries. Adequate training is, however, encouraged and is, in some cases, mandatory. In some cases it is recognized that age, gender and training may be conditions for effective work in a specific field or with a specific agency.

Partnership Expectations

We will partner with organizations and agencies who share our core values according to the guidelines set out in the Long-term Vocational Missionary section on page 10.

How we support

Once a short-term mission experience has been approved, Spring Garden will support short-term vocational missionaries according to the guidelines set out in the Long-term Vocational Missionary section on page 11.

Evaluation

The ministry effectiveness communication will be completed by each vocational missionary at regular intervals throughout the short-term mission experience as part of the regular communication expectations (see Appendix C).

Financial Support and Guidelines

Financial approval will be approved for the agreed upon duration of the short-term mission experience and will follow the guidelines set out in the Long-term Vocational Missionary section on page 12.

Spring Garden Based Initiatives (SGBI)

Spring Garden Based Initiatives are local and international activities or partnerships initiated and undertaken by individuals or a group of people within the Spring Garden community. Unlike Vocational Missions, Spring Garden Based Initiatives are not organized under the headings of 'Long-term' and 'Short-term.' This is because we value the relational nature of mission and therefore seek to place all Spring Garden based activities of mission in the context of intentional long-term relationships, regardless if an activity is a singular event or on-going in nature, or if it is a local or international initiative.

Community Initiatives

Community Initiatives are those local and global missional activities that are consistent with Spring Garden values and ethos and that the Spring Garden Based Initiatives Team (SGBIT) through discernment has approved to be made an official initiative of the whole community. The initiatives may arise from a variety of places—as a result of new or present partnerships, from the involvement, passion or gifting of individuals or groups of Spring Gardeners, from needs that arise within our shared local and global communities, etc.

Individual Initiatives

Individual Initiatives are those local and global missional activities that are initiated and driven by an individual or group from within the Spring Garden community but that are not officially supported through the structures of the church. If the initiative is consistent with Spring Garden values and ethos and is brought to the teams attention, the SGBIT will discern how best to communicate the initiative to the community as a whole in consultation with the Communication Team. The SGBIT may also discern whether the initiative may be approved to become an official initiative of the whole community.

Priority will be given to initiatives and activities that are intentionally designed to build and strengthen healthy relationships with Spring Garden's local and global 'neighbours'. Discernment as to which relationships and initiatives will be supported by the community as a whole, and those which will be on-going, will be discerned by the SGBIT in consultation with ministry leaders, Pastors, Elders, and Deacons.

Non-Vocational Short-term Mission (STM) experiences

Non-vocational Short-term Mission experiences are missional activities where an individual or a group participates in a ministry project outside of our local context for an extended defined period of time (e.g. ranging from a few days to 6 months in length) where the ministry is not the participants primary vocation/career. Because of the nature of this type of ministry, there are higher levels of accountability, training, preparation and evaluation than most local community or individual initiatives.

Priority will be given to initiatives that build into continuing relationships with specific communities. This will be done through partnerships with mission agencies and/or national church partners with whom we share common values and whom we trust their ability to discern how our partnership can be positively transformative for all involved. Non-Vocational STM experiences in which Spring Garden will participate will be discerned by the SGBIT in consultation with ministry leaders, Pastors, Elders, and Deacons and partnering mission agencies.

Who we send

Spring Garden welcomes the involvement of anyone who is interested in participating in Spring Garden based initiatives, with the understanding that:

1. Spring Garden values
 - involvement in Sharing God's Story and Showing God's Care as key aspects of discipleship,
 - that God welcomes all people to participate in His redemptive work in the world,
 - and that serving is an equally valid entry point to our community as believing or belonging.
2. All participants are able to respect and place themselves under Spring Garden's values and leadership.
3. Depending on the nature of the initiative, skill, training, age, gender, safety, and/or leadership gifting may be limiting factors for involvement as determined by the partnering organization and/or the SGBIT. For example, many local community initiatives—such as making food for ex-prisoners—have no age or training requirements, while many STM experiences will require training, preparation, parental consent for minors, etc.

Partnership Expectations

In cases where the initiative includes partnership with an external agency,

1. organizations must be in line with “Who We Partner With” (see page 8). Exceptions may be made in cases where the SGBIT, in consultation with the rest of the Mission Action Team, discerns God’s call to enter into a limited partnership with organizations that do not share the same faith values (e.g. local food bank, women’s shelter, multi-faith social justice initiatives, etc.).
2. there will be continued communication and updates with partnering organizations.
3. financial expectations will be identified upfront by both parties and assessed on an ongoing basis.

How we support

1. Leadership: identifying and equipping those with differing levels of leadership potential for the purposes of facilitating the initiative and leadership development. The SGBIT may or may not be involved in continued leadership as leadership may be passed on to others in the community with necessary leadership gifts and passion.
2. Communication: communicating pertinent information (e.g. financial and human resource needs, location and time, etc.) to the Spring Garden community in a timely manner through various communication methods (e.g. Delve, announcements, posters, social media, etc.) alongside of the office administrator and other ministry leaders (e.g. Life Group team, Pastors, Elders, Deacons, etc.).
3. Financial: The SGBIT will discern on case by case basis funding allocation and SGC supported fundraising initiatives.

Evaluation

1. Evaluation of achievement of set goals and effectiveness should be carried out shortly following completion of one-time initiatives or following key markers of on-going initiative based partnerships.
2. Evaluation process will be carried out by the SGBIT in consultation with those involved in the particular initiative.

Spring Garden Based Initiatives

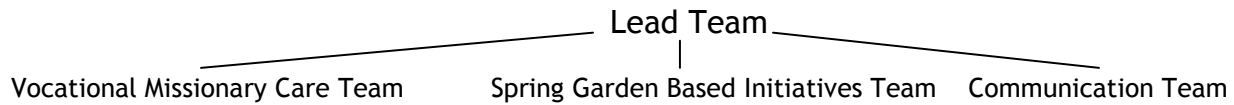
3. Documentation of evaluation will be stored in a manner that it can be used to inform patterns and growth of on-going initiatives and to inform continued changes to evaluation process in the future.
4. Non-Vocational Short-term Mission experiences will require more extensive evaluation both as it relates to evaluating the individual experience and evaluating the longer term relationship with partnering agencies and communities. Methods and forms for evaluation will be determined by the SGBIT in consultation with the partnering agency.

Financial Support and Guidelines

Because of the nature of many Spring Garden based initiatives, generally the main cost is presence, not finances. On a local level many initiatives and partnerships operate on donations of personal time and resources, and therefore will have minimal budgetary impact. Community Initiatives as official initiatives of the whole community may receive financial resourcing from the Church Based Initiatives budget line dependant on availability and approval of the SGBIT. Individual Initiatives will not receive financial assistance outside of communication costs as determined by the SGBIT.

Mission Action Team

The Mission Action Team is a “Board Committee” (as per section L of the General Operating Bylaws), which means that it is a committee - a group of people working together for a common purpose - established by and falling under the authority of the Deacons Board and is subject to the by-laws of Spring Garden Church.



Organization

1. The Mission Action Team will consist of three action teams: Vocational Missionary Care Team, Spring Garden Based Initiatives Team and Communication Team.
2. The Lead Team will consist of the pastor responsible for missions, the deacon with the “missions” portfolio, and the leaders of each of the three action teams.
3. The deacon will be responsible to be the liaison between the teams and the Board.

Action Teams

1. Participation on the Mission Action Team is open to anyone who demonstrates a membership level of commitment and involvement with Spring Garden Church.
2. All members of the Mission Action Team must be committed to Spring Garden’s process of discernment and leadership.
3. Vocational missionaries (as defined on page 7) may be part of the Spring Garden Based Initiatives Team or the Communication Team, but may not be part of the Vocational Missionary Care Team. They must excuse themselves from any discussion concerning finances, support of other vocational missionaries or other issues deemed a conflict of interest. Vocational missionaries may not be on the Lead Team or leaders of an action team.
4. Each action team will select a leader to be part of the lead team.
5. Action teams should ideally have at least 3 members.
6. Term of service on an action team should be no longer than 3 years.
7. The Mission Action Team will meet at least 6 times per year as a whole group. Action teams may meet more frequently as needed.

Mission Action Team

8. The Mission Action Team will maintain regular communication with the congregation and is accountable to the deacon's board.
9. All action teams will deal with financial matters and vote on financial decisions as a whole Mission Action Team.
10. All action teams will annually evaluate and review the previous year's action plan and goals (see Appendix D).

Responsibilities

Lead Team

1. Oversee the running of each action team.
2. Liaise with the pastoral team and deacons.
3. Finalize annual budget.
4. Retain minutes of the various Action Teams meetings.

Vocational Missionary Care Team

1. Partner with vocational missionaries through the application, sending process and term of service.
2. Ensure communication with vocational missionaries at least 4 times per year.
3. Complete vocational missionary effectiveness communication once per year.
4. Continually assess vocational missionary health through regular communication with vocational missionaries, sending agencies, and mentors/support teams.
5. Assist vocational missionaries where appropriate with transitions (furlough, retirement, etc.).

Spring Garden Based Initiatives Team

1. Through a variety of methods, identifying possible initiatives to start and/or continue, and developing partnerships with local or global agencies, networks or churches who share our missional values.
2. Provide or delegate leadership for planning, communicating, and executing local and global initiatives.
3. Measure effectiveness of initiatives in consultation with initiative leaders, participants and partnering organizations.

Communication Team

1. Work with Vocational Missionary Care Team and Spring Garden Based Initiatives Team to inform the Spring Garden community of projects and share stories about what God is doing through testimony and missional experiences for the purpose of and cultivating excitement for sharing God's story and showing God's care. Communications during community worship gatherings will be done in consultation with the pastor responsible for Spring Garden's worship gatherings.
2. In collaboration with the Lead Pastor, advocate for and be involved in the education and equipping of the Spring Garden community in regards to the 'sent out' missionary nature of all followers of Jesus to participate in the redemptive activities of God in the world.

Appendix A: Examples of Partnerships

Mission agencies we will partner with include:

- a. "Sharing God's Story" Agencies: Organizations set up for the main purpose of sharing God's story through word and deed with those who have not heard or seen the good news of Jesus. They primarily have a focus of activity (i.e. type of ministry (e.g. translation), region (e.g. Asia), or style of ministry (e.g. youth oriented)).
- b. Parachurch organizations: Organizations that work alongside the local church to specialize in areas that can be done better through a unified approach. (e.g. Youth Unlimited)
- c. Christian Training Agencies: Organizations that are developed primarily to equip Christian leaders for ministry. These are located both locally and globally. (e.g. Tyndale)
- d. Relief Organizations: Agencies whose primary focus is to care for, address the needs of, and equip and empower the poor, voiceless, oppressed and marginalized (e.g. Canadian Baptist Ministries).
- e. Local Networks: Interconnected groups or associations of churches and/or mission agencies that coalesce, whether formally or informally, for the purpose of united mission in our local context (e.g. Willowdale Collaboration Network).

Appendix B: Examples of Spring Garden's missional involvement

Spring Garden's mission activity covers a wide variety of initiatives. Areas in which Spring Garden is currently involved in showing God's care and sharing God's story include:

- a. Missional engagement in Willowdale and the Toronto area - involvement in and providing training and equipping for showing God's care and sharing God's story to our community and meeting needs as they appear in our city. (Youth Unlimited, Matthew House, NeighbourLink, etc.)
- b. Church Planting - the start-up, growth and development of new churches. This may be short-term or long-term as the planted church develops and matures. (Canadian Baptist Ministries)
- c. Community Development, Food and Water projects - addressing realities of poverty and oppression alongside of local churches and national church partners. (Youth Unlimited, Canadian Baptist Ministries)
- d. Crises Response - responding immediately to humanitarian and environmental disasters. (Canadian Baptist Ministries)
- e. Bible Translation - specifically among unreached people groups and people who have no translation of the scriptures in their mother tongue. (Wycliffe, Summer Institute of Linguistics)
- f. Leadership Development - preparing a new generation to lead and serve the church. (Tyndale, Greater Europe Mission, Camp Ministry, Serving In Mission (SIM), Youth Unlimited)
- g. Training of national leaders - advocating, equipping and empowering local leadership. (Greater Europe Mission, Canadian Baptist Ministries)
- h. Mission agency support services - behind the frontlines of any Christian organization is a support framework. These include administrative support services within agencies, schools for vocational missionary kids and pastoral care and counselling services for vocational missionaries and their families. (Youth Unlimited)
- i. Discipleship - Sharing God's story through a variety of means and holistically discipling people at various levels of spiritual maturity. (Power To Change—Athletes in Action (AIA), Youth With A Mission (YWAM))

It is not our goal to focus on any one area but, rather, to vary the ministries that we support.

Appendix C: Annual Vocational Missionary Effectiveness Communication¹

This form is designed to allow you to reflect and pray about the effectiveness of your ministry over the past year and to strategize and communicate your goals for the upcoming year.

Reflection:

Restate your goals for this ministry year and share 2 or 3 significant accomplishments in your ministry.

Share 2 or 3 significant challenges that you faced in achieving your goals for your ministry in the past year.

Ministry Goals and Objectives:

List at least 3 ministry goals for the next year.

For each goal, outline steps that you will take to accomplish this goal over the next year.

How will you measure the success of each of these goals?

Support:

What steps have you taken this year to maintain or increase your financial support?

What spiritual direction/prayer/accountability/mentoring supports do you have in place to help you achieve your ministry goals? Has this changed from last year?

List and comment on workshops, conferences, training, books you have read that have helped you in your ministry this year.

How can Spring Garden continue to support you in your ministry through the coming year?

¹ Adapted from Canadian Baptist Ministries (CBM) *“Personal Ministry Plan – 2014”*

Appendix D: Annual Action Teams Effectiveness Evaluation²

This form is designed to allow the Action Teams to reflect and pray about the effectiveness of ministry over the past year and to strategize and communicate goals for the upcoming year.

Reflection:

Restate the goals for your team this past year and share 2 or 3 significant accomplishments in your team's ministry.

Share 2 or 3 significant challenges that you faced as a team in achieving your goals for your team's ministry in the past year.

Ministry Goals and Objectives:

List at least 3 ministry goals for the next year.

For each goal, outline steps that your team will take to accomplish this goal over the next year.

How will you measure the success of each of these goals?

² Adapted from Canadian Baptist Ministries (CBM) *"Personal Ministry Plan – 2014"*

Appendix E: Funding Formula

x% - Vocational Missionaries

y% - Spring Garden Based Initiatives

z% - Organizations (e.g. Tyndale, Neighbourlink, Matthew House)

100% Annual Mission budget= x% + y% + z%

Amount per full time vocational missionary equivalent= $x \div (\# \text{ of vocational missionaries at a full time equivalent} + 1^*)$

*The plus one is for new vocational missionary applicants during the year or for other vocational missionary support as required