



Seventh-day
Adventist[™] Church

ONTARIO CONFERENCE

Strategic Plan

2023 - 2028

"TO REACH ONTARIO AND THE WORLD WITH THE DISTINCTIVE, CHRIST-CENTERED, SEVENTH-DAY ADVENTIST MESSAGE OF HOPE AND WHOLENESS."



CONNECTING LIKE JESUS



The goal of this strategic plan is to bring focus and clarity to the vision of the Ontario Conference and all its entities by looking at our accomplishments in the past five years and set audacious goals for the next five years, 2023-2028.



Administrative Committee

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President
Emile Maxi
Executive Secretary
Virene Meikle
Treasurer
Mansfield Edwards
Vice President



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Edith Missah-Habaradas | Director, Health & Prayer Ministries
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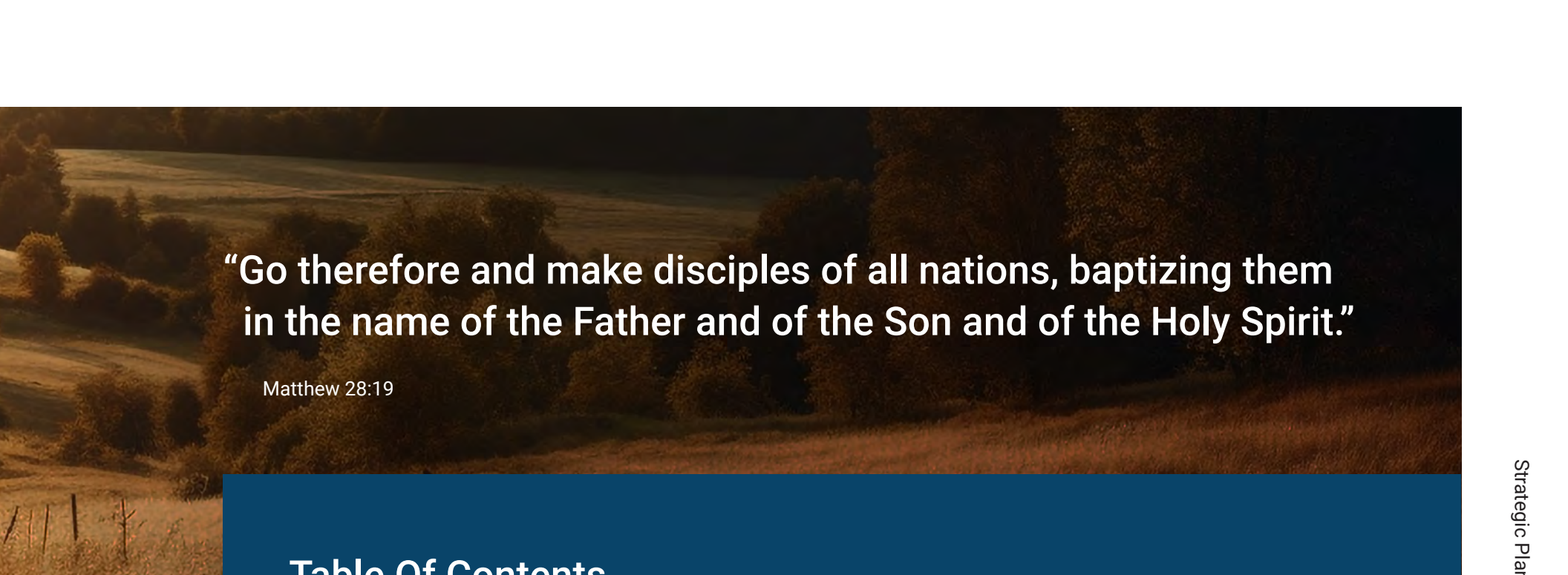
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**“Go therefore and make disciples of all nations, baptizing them
in the name of the Father and of the Son and of the Holy Spirit.”**

Matthew 28:19

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Executive Summary

This document provides the latest statistical information about the Ontario Conference and details of the strategic plan for 2023-2028. It is presented in three parts. The first section highlights the consistent membership growth in each of the 11 regions of the Ontario Conference (pages 7-16). Enrollment patterns in the Adventist School system are also shown. There are 825 students in 2023, marking the highest cumulative enrollment in years.

The second section addresses challenges to continued growth in the Conference (pages 29 and 31). The Strategic Planning Committee prayerfully reviewed these challenges and established “Foundational Pillars” to help lead the Conference forward in line with our Mission and Vision Statements (pages 34-35). Based on these considerations, the Committee established goals for the Ontario Conference (pages 36-37).

The Third section shows how each department will align with the 2023-2028 goals. There are three subsections:

- They state their mission to achieve Conference goals.
- They state an audacious goal. These are goals not based on skill or ability but reliance on the power of the Holy Spirit to achieve them.
- They list their “Top Outcomes,” which shows the specific path toward realizing these ambitious goals.

Ellis, Shawn

Director of Communication and Media

A Message from The President

It is with joy and anticipation that we introduce the strategic plan that will guide the Ontario Conference on our collective journey toward fulfilling the mandate of the Great Commission. As we stand on the brink of a new chapter, we are excited to present a roadmap that encompasses the essence of “Connecting Like Jesus”.

At the heart of our vision lies a commitment to change as we engage in ministry and mission through four foundational blocks: spiritual, service, share and servant. Departmental goals, outcomes, and a robust action plan are meticulously outlined in our Strategic Plan document, all aligned with a singular purpose – to strengthen our mission and deepen our connection with God, each other, and our communities.

In these strategic initiatives, we find the pathway to be more intentional, purposeful, and effective as we prepare for the imminent return of our Saviour. Let us prayerfully embark on this journey together, united in purpose, inspired by our shared vision, empowered by the Holy Spirit, and propelled by the boundless love of Christ.

In His service,

Bibulovic, Jakov
President





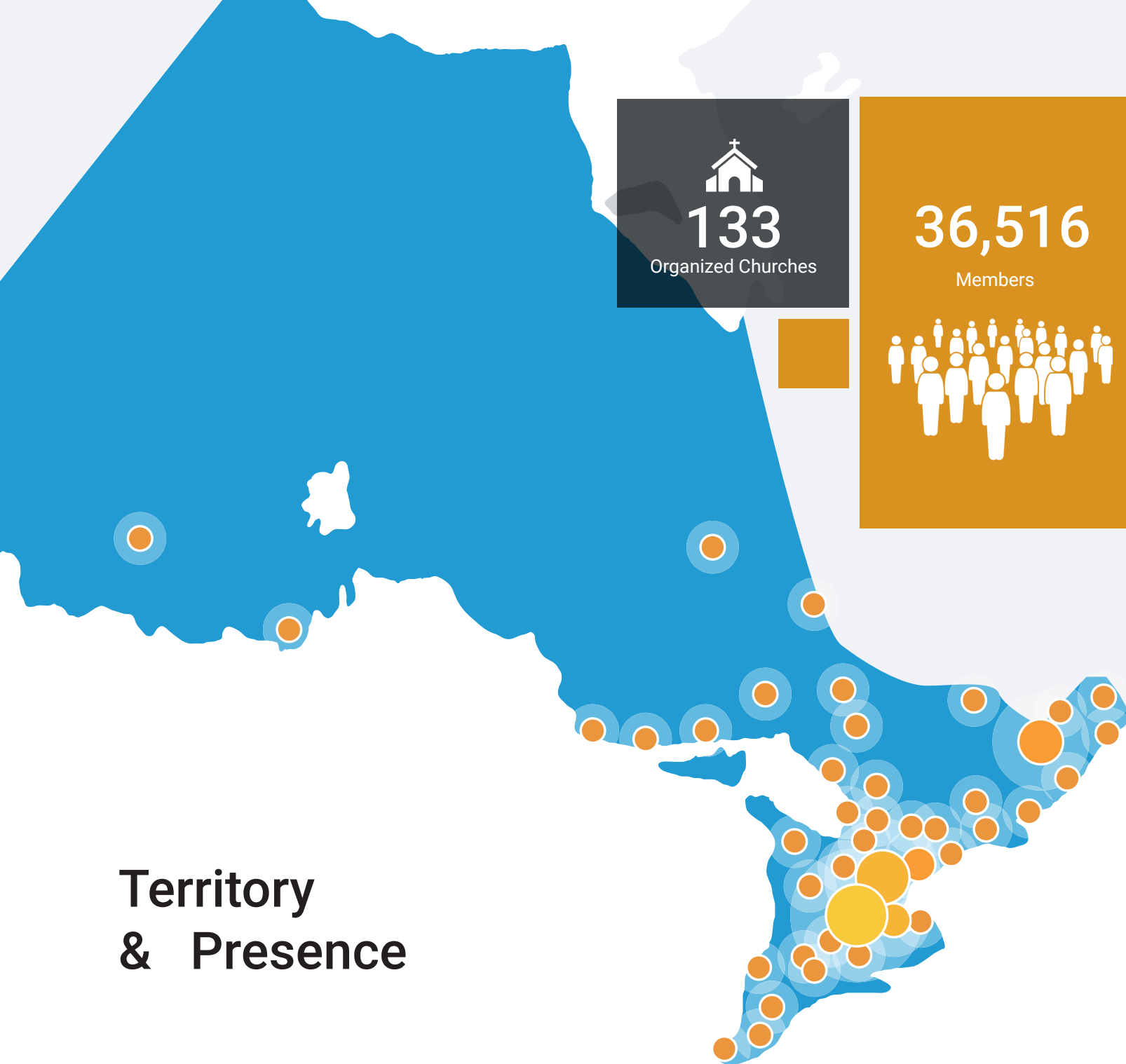
A look at the Ontario Conference

The Ontario Conference of the Seventh-day Adventist Church has been in existence in the province of Ontario for more than 120 years. It is the largest of the seven conferences in Canada.

It had a small beginning, but the audacious vision of the pioneers and the ministry of its members over the years caused it to grow to what it has become today. The information that follows only gives us a glimpse of what the Almighty God has done for us, in us and through us.

The Province of Ontario

Ontario Canada is defined by its varied geography, stretching from the Great Lakes to the rugged Canadian Shield. It features picturesque lakeshores and dense forests. As the second largest and most populated province, Ontario offers a unique blend of natural beauty and urban sophistication. Its multicultural cities, like Toronto, reflect a welcoming atmosphere with diverse languages, traditions, and cuisines. Ontario stands as a testament to harmony in diversity, making it a captivating and hospitable place to call home.




133
Organized Churches

36,516
Members



25
Organized Companies

18
Organized Groups

As of October 2023

Territory & Presence



11 Regions of the Ontario Conference

To facilitate the work of ministry, the Ontario Conference divides its territory into 11 Regions.

01

East Central Ontario

02

Eastern Ontario

03

Metro East

04

Metro North Central

05

Metro South Central

06

Metro West

07

Metro West Central

08

Near North

09

Northern Ontario

10

Southern Ontario

11

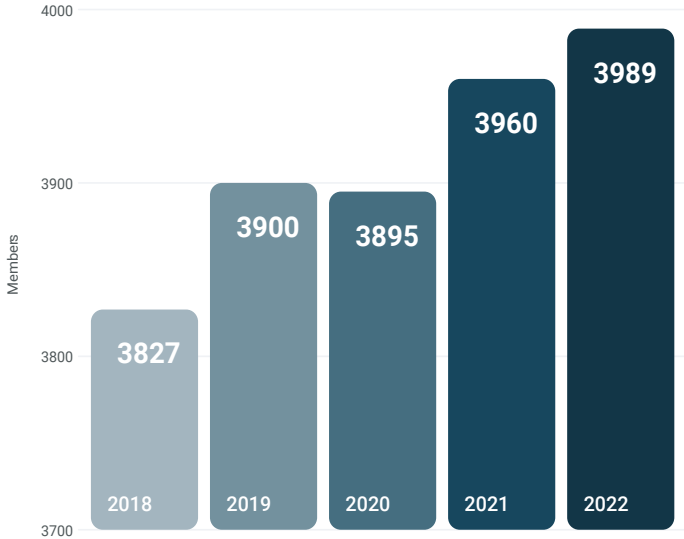
Western Ontario

Membership by Year

Membership by region over a period of five years | 2018 - 2022

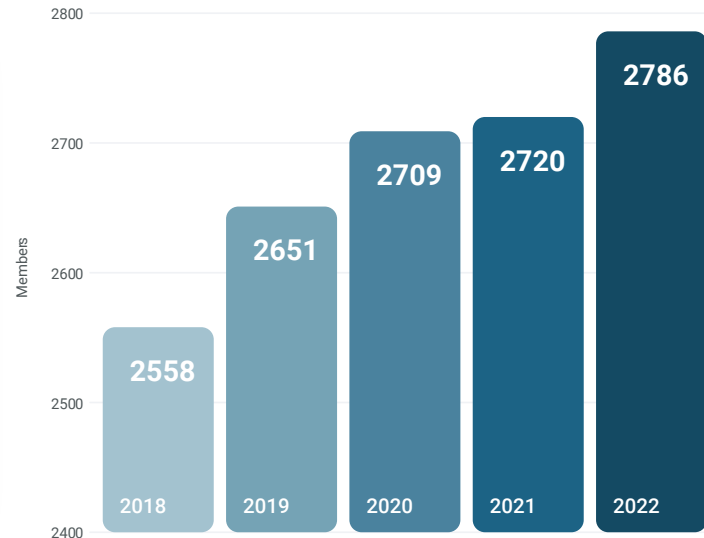
On the following pages, a map of each district's location is provided, along with the churches in each district. The total membership for any given year is illustrated in the bar chart.

East Central Ontario



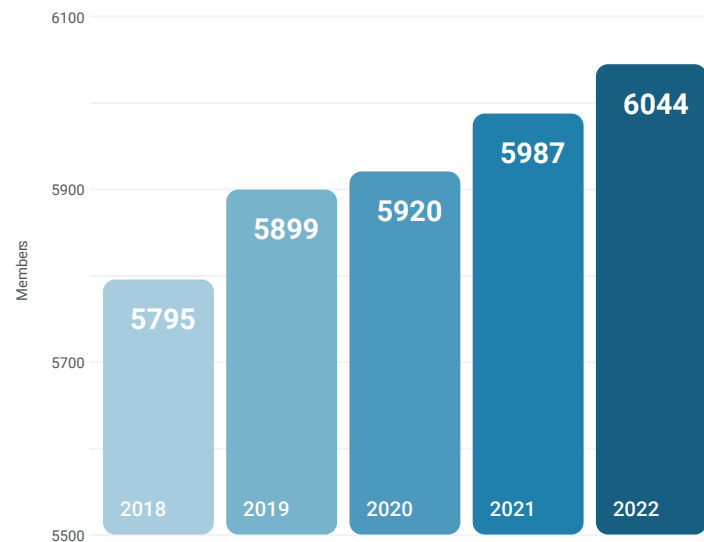
- Bancroft Group
- Belleville
- Bowmanville
- Cobourg Company
- College Park
- Durham Filipino-Canadian
- Durham Portuguese Group
- Durham Spanish Company
- Kendalwood
- Kingston
- Lindsay Company
- Madoc
- New Life
- Ontario Conference
- Peterborough

Eastern Ontario



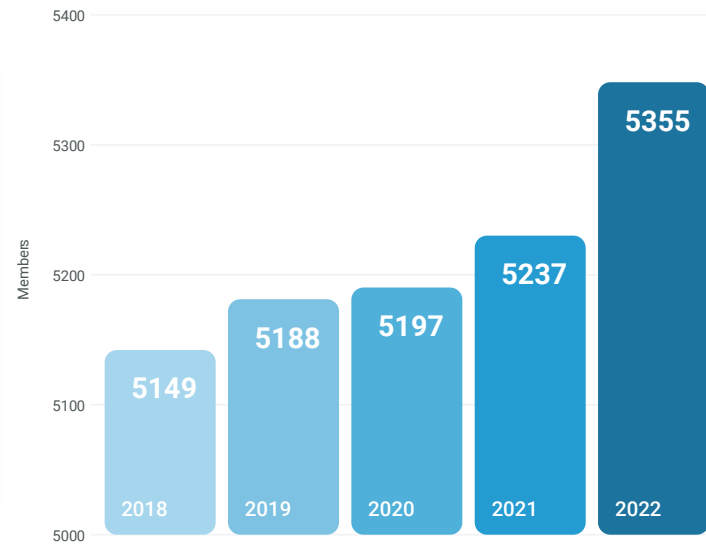
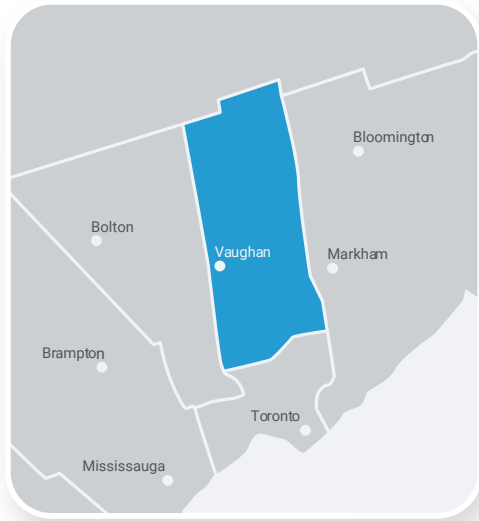
- Brockville
- Burmese Group
- Carleton Place
- Cornwall
- Eben-Ezer Company
- Église Adventiste Francophone d'Ottawa
- Hawkesbury
- Hope Central Group
- Kanata Company
- Lily of the Valley Company
- Nepean
- Orleans
- Orleans French
- Ottawa
- Ottawa East
- Ottawa Spanish Company
- Pembroke
- Perth
- Shekinah Company
- Smiths Falls

Metro East



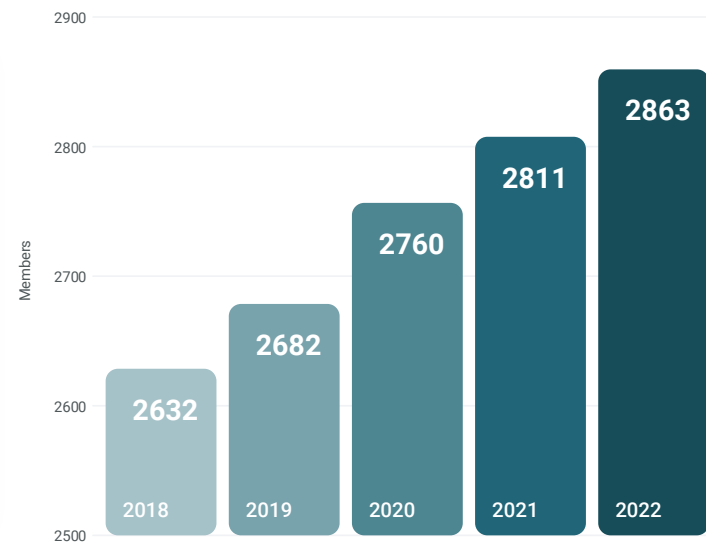
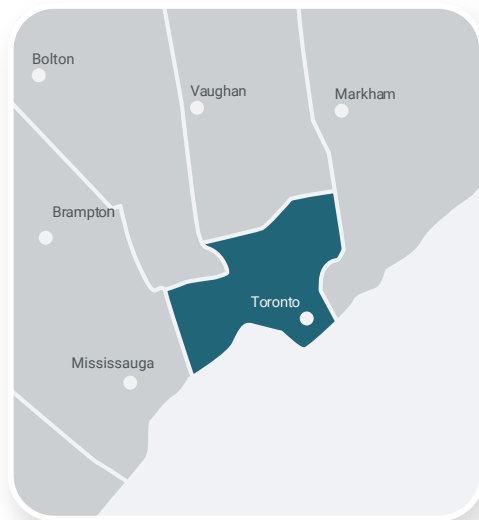
- Agape Temple
- Ajax Adventist Community
- Apple Creek
- Église Adventiste Bethanie
- Église Francophone de Toronto
- Ephesus
- Liberty Company
- Mount Gilead
- Philadelphia
- Scarborough
- Scarborough Filipino
- Scarborough Spanish Group
- Shiloh
- Smyrna
- Toronto Chinese
- Toronto East
- Toronto Japanese

Metro North Central



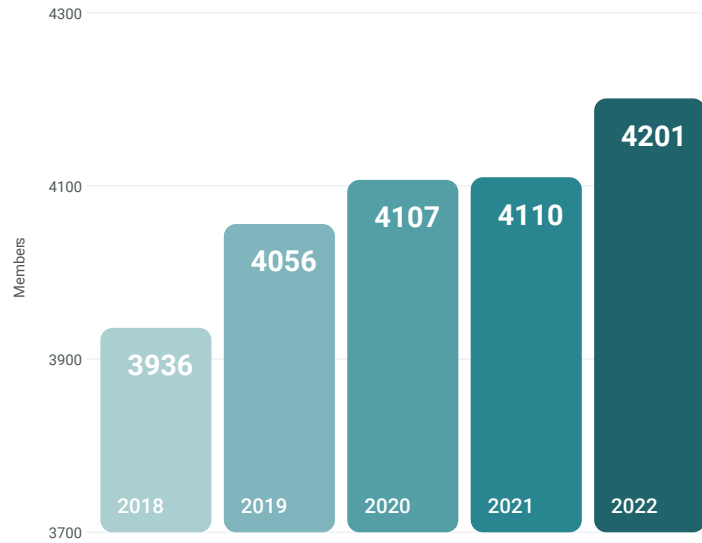
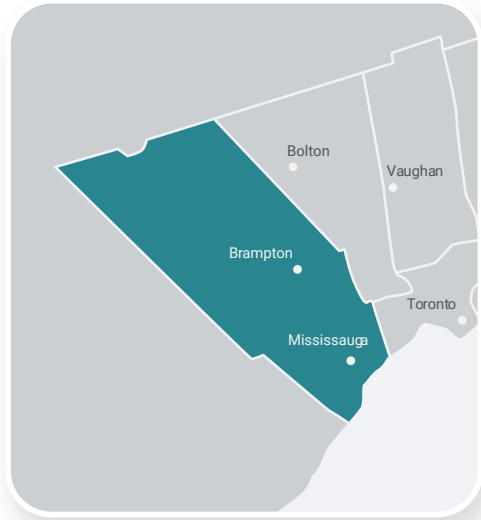
- All Nations
- Cambodian Company
- Downsview
- Fairhavens Filipino
- First Filipino Canadian
- Harmony
- Immanuel
- Mount Zion Filipino
- Newmarket Group
- Richmond Hill
- Spanish
- Toronto Hungarian
- Toronto Korean
- Toronto Pilipino
- Toronto Romanian Heralds Company
- Toronto Slavic International
- Toronto Yugoslavian
- Willowdale

Metro South Central



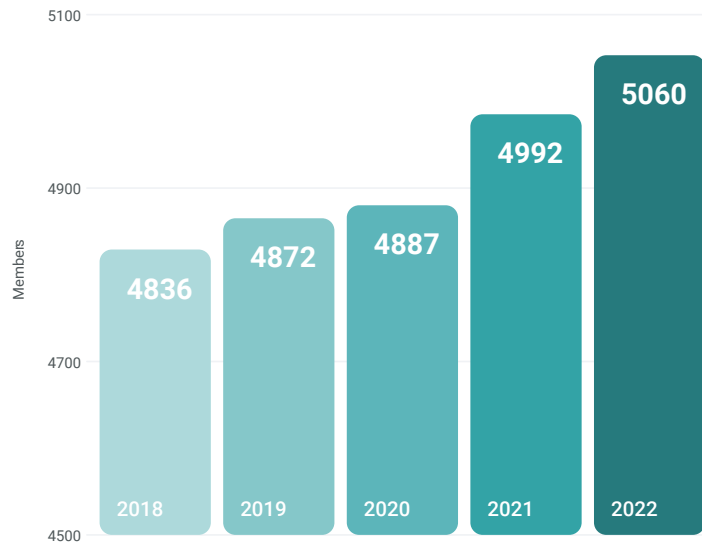
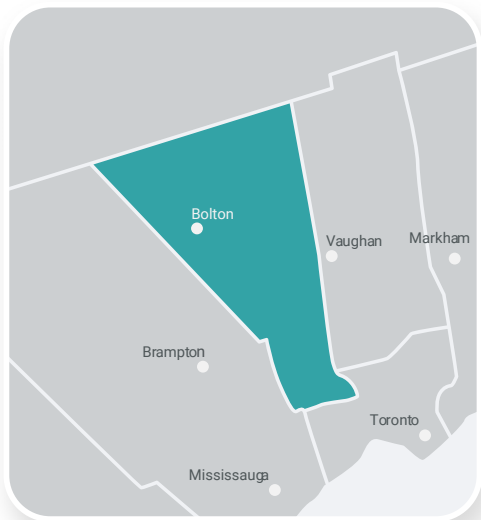
- Berea
- Espaço Novo Tempo Group
- Esperanza Adventist Company
- Faith Filipino
- Hope
- Kanisa Fellowship
- Brazilian
- New Beginning Company
- Parkdale
- Spanish Bet-el
- Toronto Central
- Toronto Central Korean Company
- Toronto Heritage
- Western Toronto Korean

Metro West



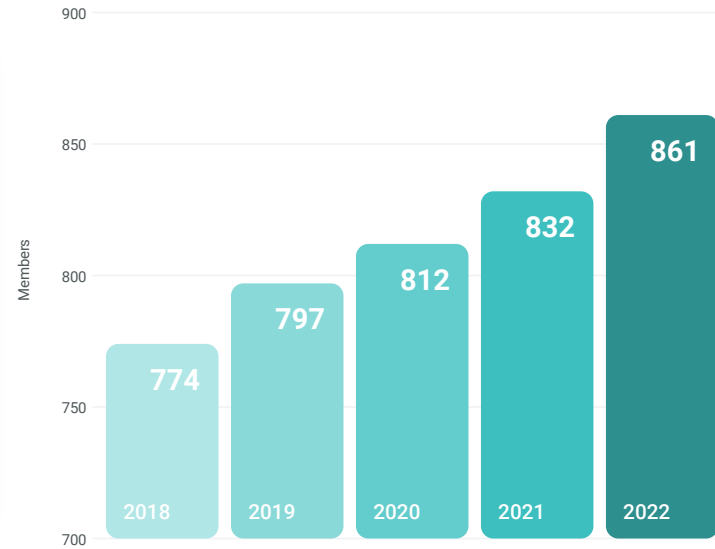
- Bethel
- Blessed Hope
- Bramalea Filipino-Canadian
- Brampton
- Brampton Asian
- Brampton Spanish
- Ebenezer
- Heart Lake
- Maranatha Spanish
- Meadowvale
- Mississauga
- Mississauga Filipino
- North West Brampton
- Ruth
- Urdu Group

Metro West Central



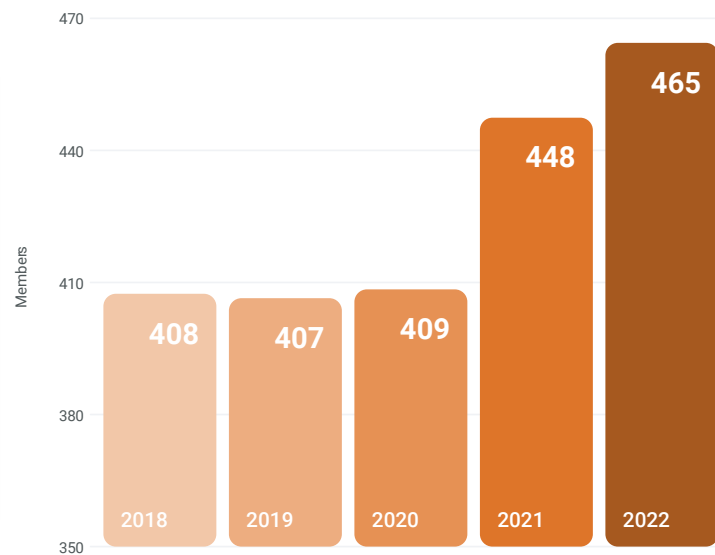
- Bolton Company
- Heritage Ghanaian
- Malton
- Mt. Olive
- Portuguese
- Toronto Ghanaian
- Toronto Kingsview Village
- Toronto Nigerian
- Toronto Perth
- Toronto West
- Woodbridge

Near North



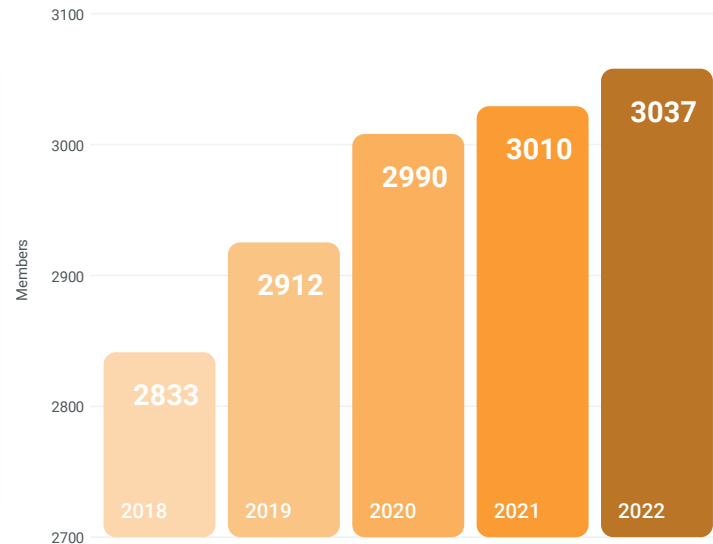
- Barrie
- Bracebridge
- Dios Con Nosotros Company
- Hanover Group
- Harriston
- Holland Landing
- Midland Company
- Orangeville
- Orillia
- Owen Sound
- Parry Sound
- Shelburne Company

Northern Ontario



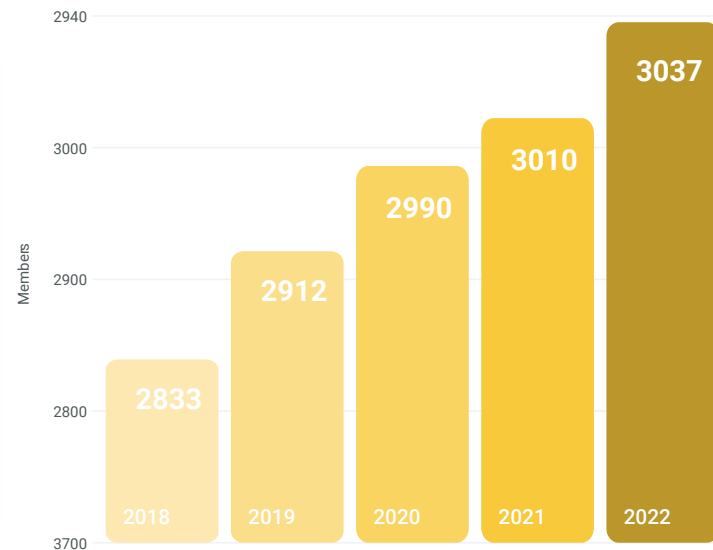
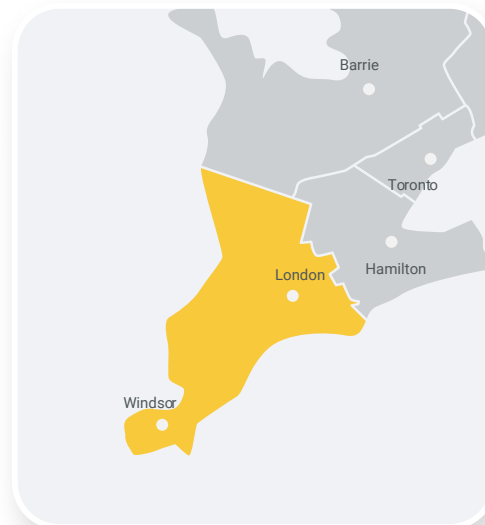
- Cochrane Group
- Cornerstone
- Haileybury
- Iron Bridge
- North Bay
- North Shore
- Sioux Lookout Company
- South River
- Sudbury
- Thunder Bay
- Timmins

Southern Ontario



- Brantford
- Bronte
- Cambridge
- GTA Zimbabwean
- Guelph
- Hagersville Group
- Hamilton
- Hamilton East
- Hamilton Filipino-Canadian
- Hamilton Ghanaian Group
- Heritage Green
- Kitchener-Waterloo
- Lincoln Pioneer
- Milton
- Monte Carmelo Spanish Company
- Niagara Falls
- Oakville Company
- Paris
- Really Living
- Simcoe
- Six Nations
- St. Catharines
- St. Catharines Spanish Group
- Waterloo
- Waterloo Region Fil-Can

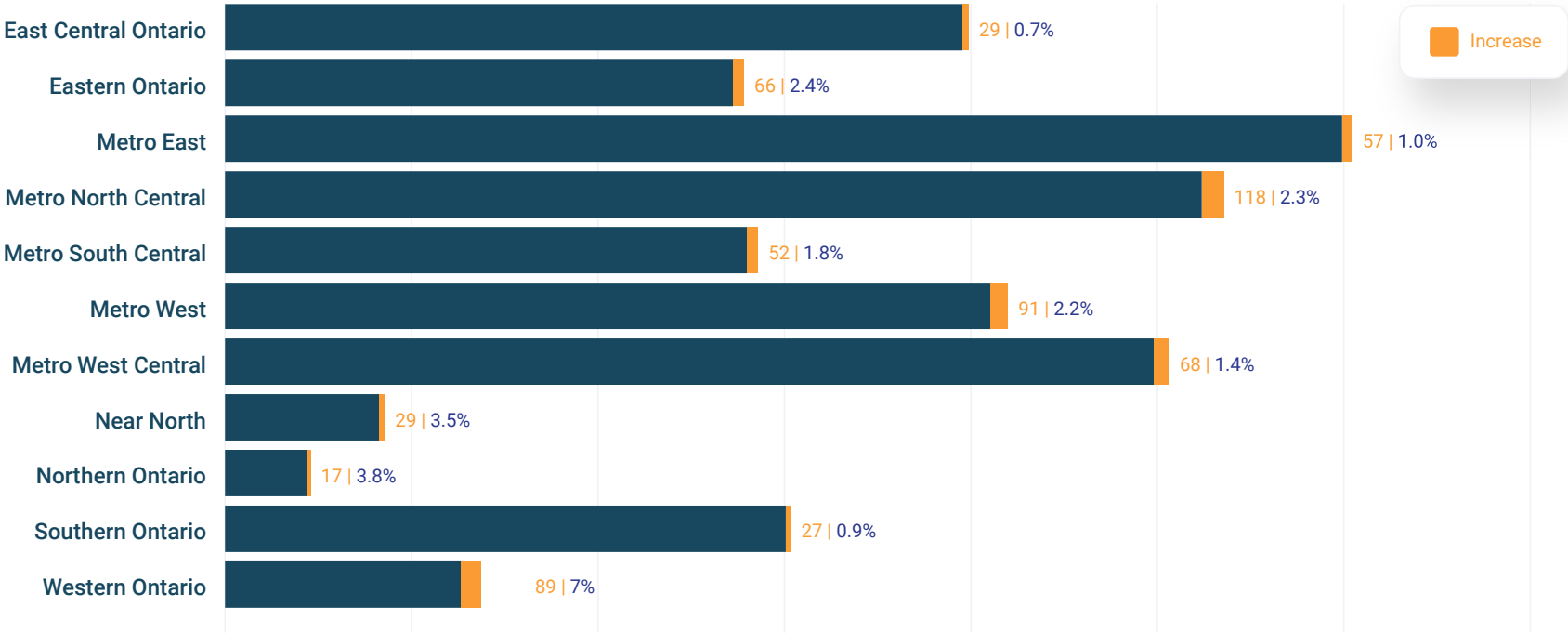
Western Ontario



- Chatham
- Dresden Group
- Leamington
- Leamington Spanish Group
- Living Faith Company
- Living Truth Company
- London
- London Spanish Company
- North London
- Sarnia
- St. Thomas
- Windsor
- Windsor Spanish Company
- Woodstock

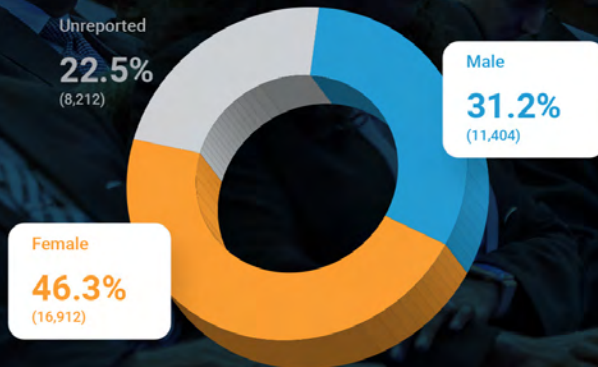
Growth Metrics

The graph below shows the total cumulative membership for the year 2022 (blue line).
The growth is calculated based on the percentage increase of 2022 vs. 2021 (orange).

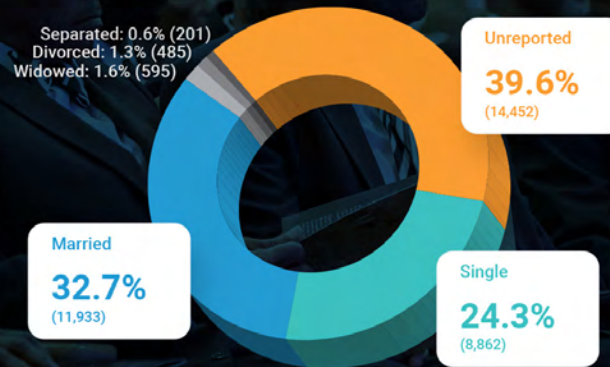


Ontario Conference Membership

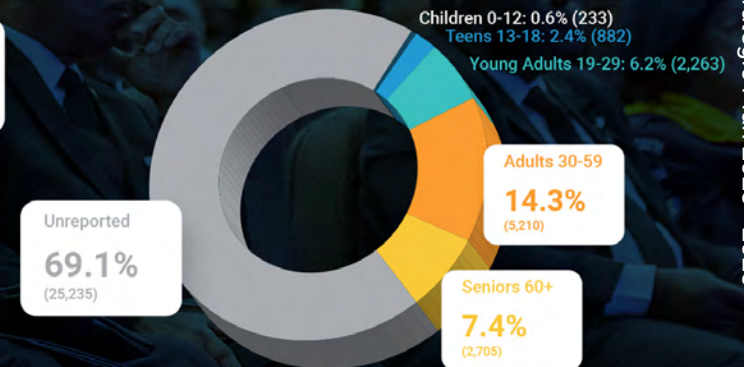
Members by Gender



Members by Marital Status



Members by Age



As noted in the graphs above, there are a number of vital statistics that have not been reported to the Conference. Over the next five years, the Ontario Conference is encouraging local church leaders to obtain and report all statistical data. The Ontario Conference is also committed to working with church clerks to ensure their knowledge and use of database systems are current and that database is kept up to date.

Education
in the Ontario
Conference



Adventist Christian Philosophy of Education

“True education means more than the pursuit of a certain course of study. It means more than a preparation for the life that now is. It has to do with the whole being, and with the whole period of existence possible to man. It is the harmonious development of the physical, the mental, and the spiritual powers.”

Ellen G. White, *Education*, p. 13.



Education and the Seventh-day Adventist Church

Adventist education stands as a cornerstone in the Seventh-day Adventist Church. The church's educational system has been instrumental in molding generations of individuals who are not only academically proficient but also spiritually grounded.

Ellen White, a pioneer in the early Adventist movement, emphasized the importance of education, stating, "In the highest sense, the work of education and the work of redemption are one" (Education, p. 13).

With this profound insight, the Ontario Conference of the Seventh-day Adventist Church established schools throughout Ontario, emphasizing the integration of faith and learning.

These institutions were designed to nurture young minds with a strong spiritual foundation, preparing them for a life of service and purpose.

Education in the Ontario Conference

1 High School

An Adventist Christian high school is crucial for a high-quality education coupled with a strong spiritual foundation, setting the stage for a bright academic excellence.

8 Elementary Schools

The presence of Adventist education in elementary schools is a blessed endeavor, nurturing young hearts and minds with the essence of spiritual wisdom and academic excellence, laying a sacred foundation for their lifelong journey in faith and learning.



Enrollment

Name of School	2023 - 2024	2022 - 2023	2021 - 2022	2020 - 2021	2010 - 2020
Adventist Christian Elementary School	27	29	20	16	24
College Park Elementary School	159	149	132	126	166
Crawford Adventist Academy - Elementary	177	171	168	191	195
Crawford Adventist Academy - Secondary	118	114	120	100	98
Crawford Adventist Academy East	88	62	65	57	72
Crawford Adventist Academy Peel Campus	57	48	36	32	90
Grandview Adventist Academy	86	92	73	65	69
Ottawa Adventist School	82	61	52	48	55
Windsor Adventist Elementary School	31	28	39	29	31
Total	825	754	705	664	800

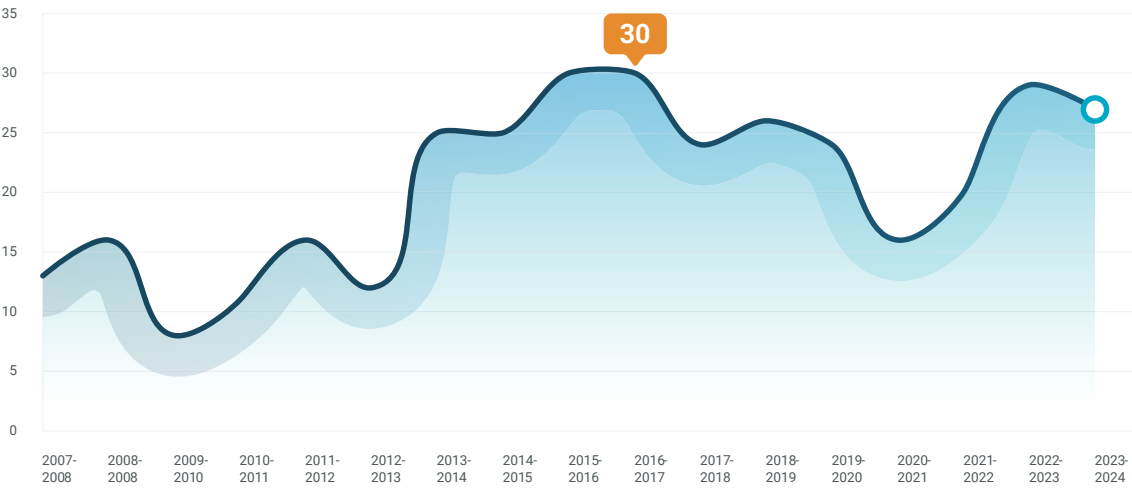
Strategic Plan 2023 - 2028

Individual School Enrollment

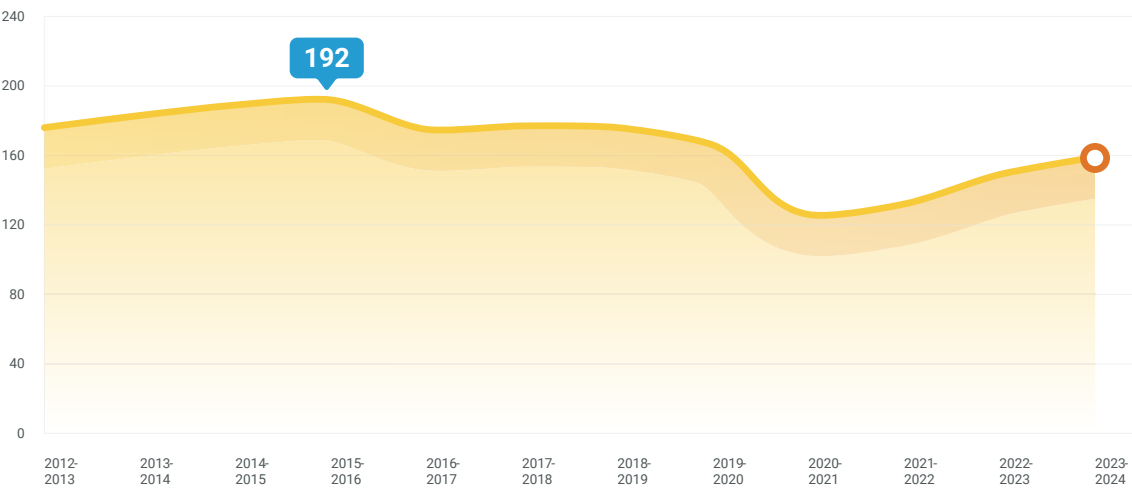
The following infographics illustrate the enrollment status of each Adventist school within the Ontario Conference. The highlighted numerical boxes represent the highest year of student enrollment for each school.



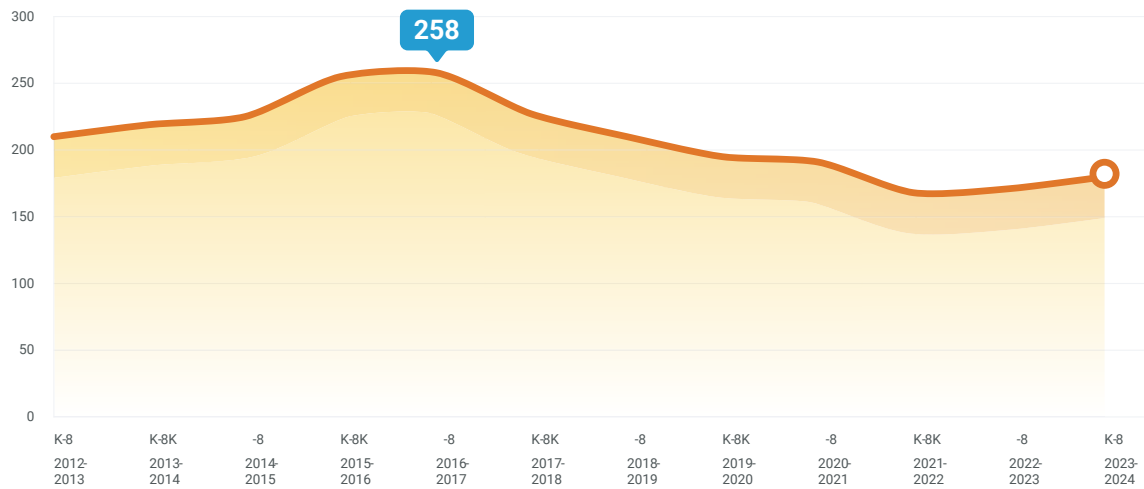
Adventist Christian Elementary School



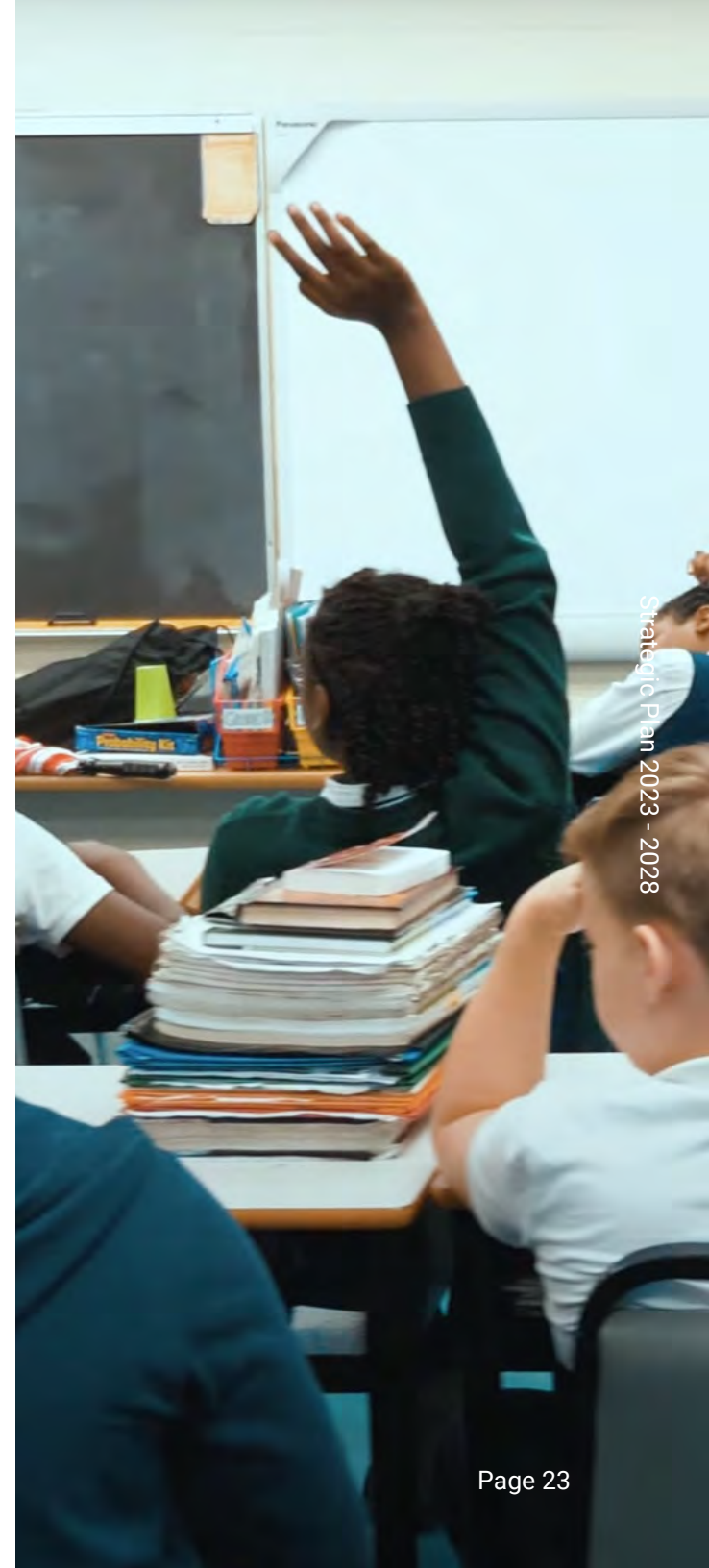
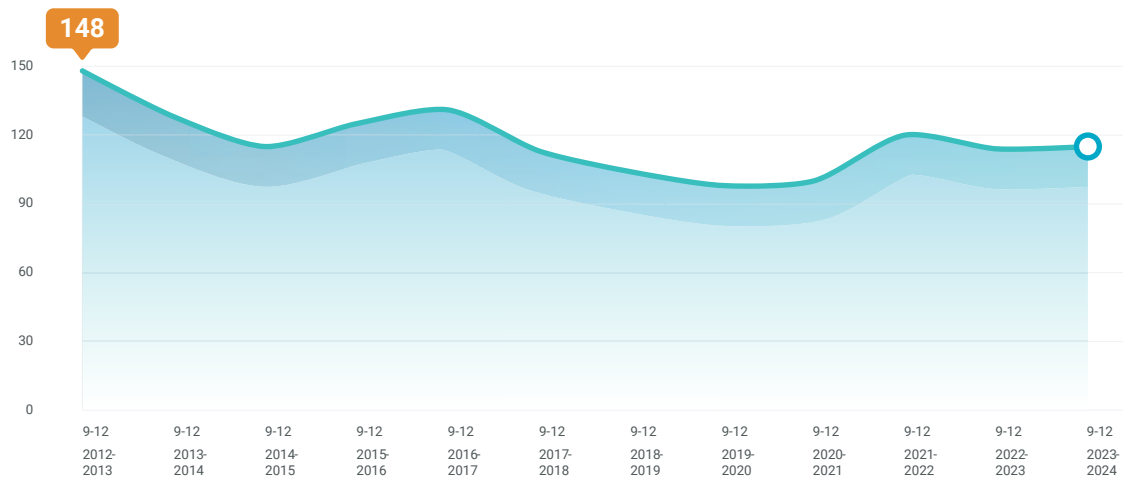
College Park Elementary School



Crawford Adventist Academy | Elementary Division

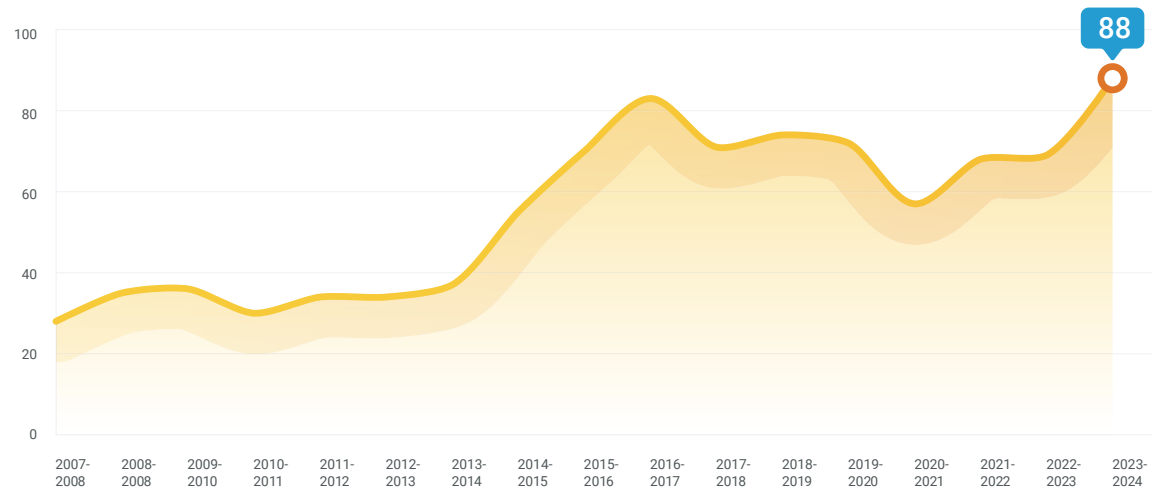


Crawford Adventist Academy | Secondary Division

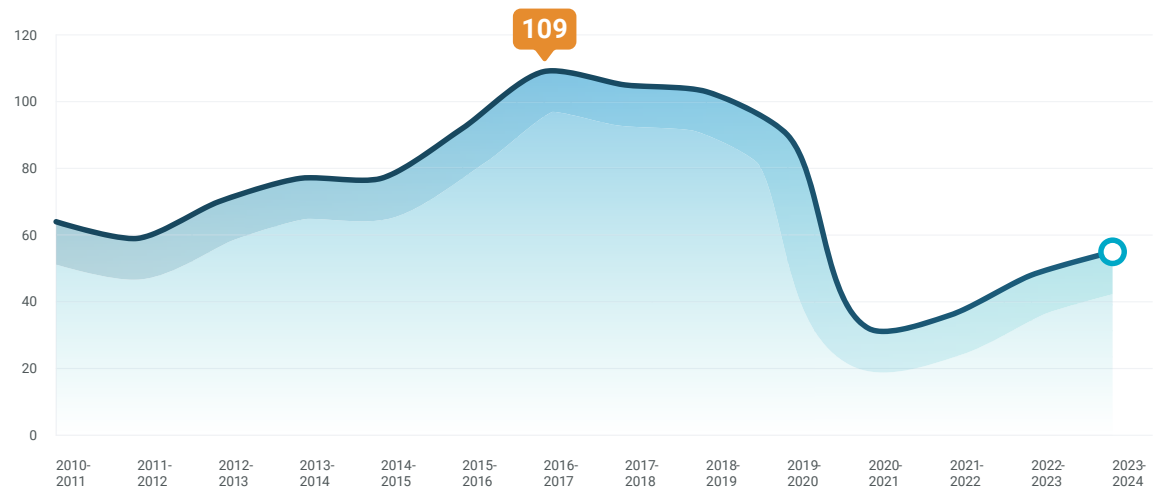




Crawford Adventist Academy East

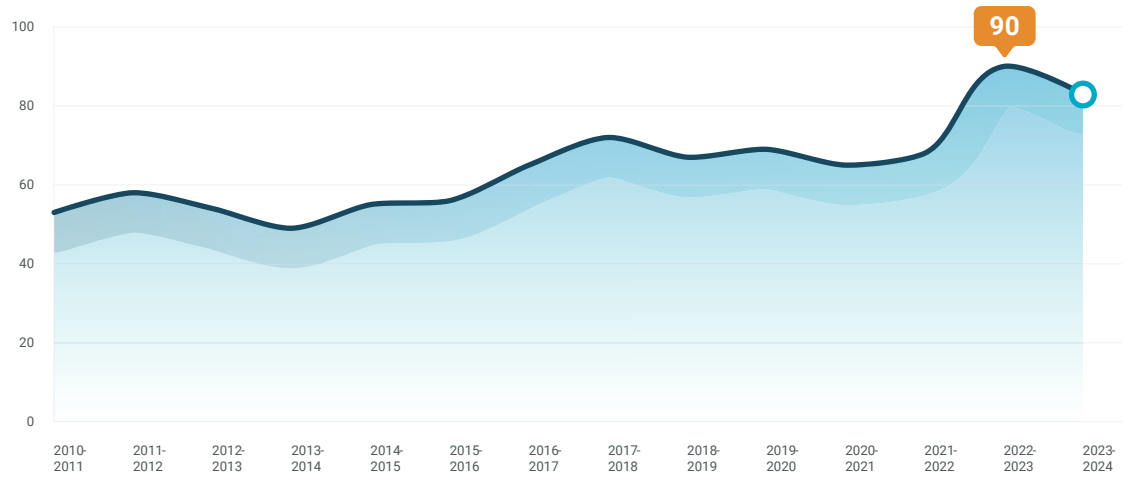


Crawford Adventist Academy | Peel Campus

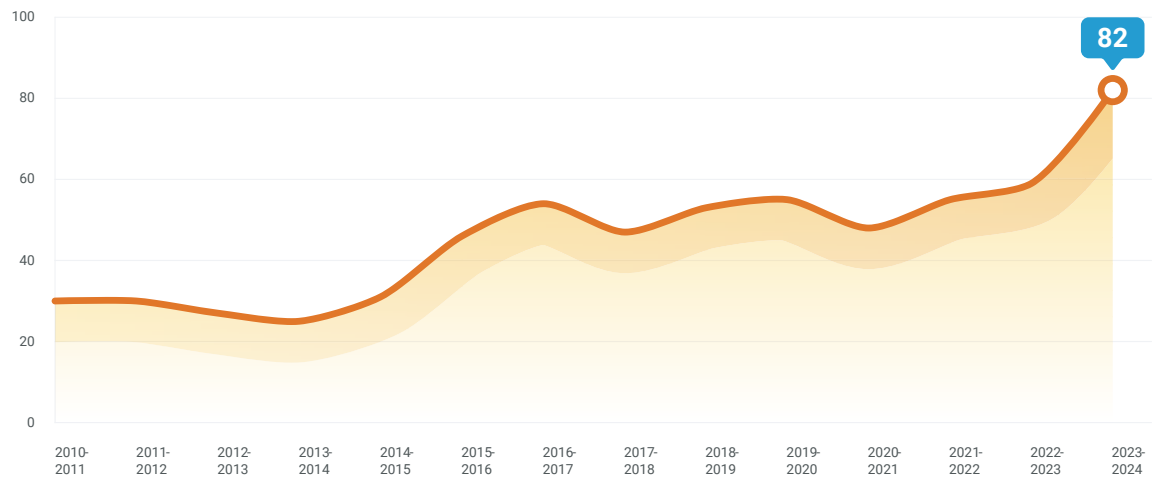




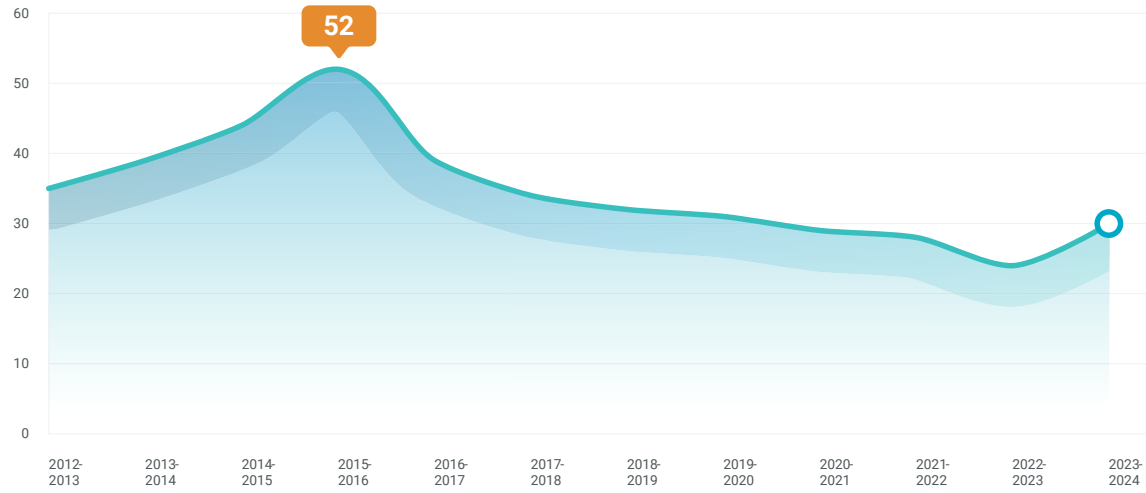
Grandview Adventist Academy



Ottawa Adventist School



Windsor Adventist Elementary School



Full Time Teachers Per Year

The table below shows the number of full-time teachers employed by the Ontario Conference for each school.

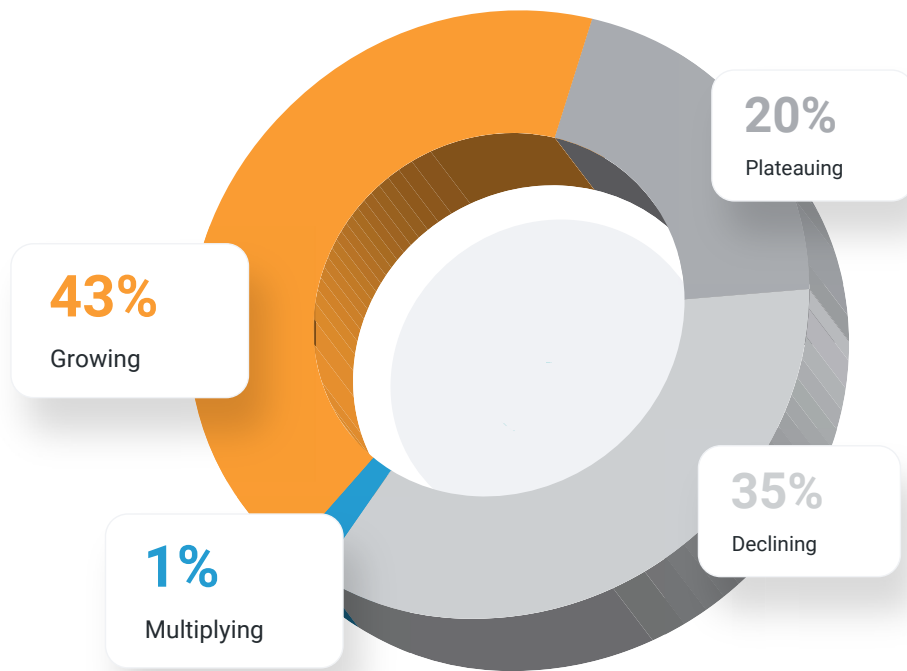
Schools	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024
Adventist Christian Elementary School	2	2	3	3	2	2	2	2	2	3	3
College Park Elementary School	14	12	12	12	12	12	13	11	14	10	10
Crawford Adventist Academy	32	32	32	32	32	36	36	31	32	32	30
Crawford Adventist Academy East	4	6	6	6	6	6	10	7	4	6	6
Crawford Adventist Academy Peel Campus	6	6	6	8	6	9	10	8	6	6	6
Grandview Adventist Academy	4	4	4	4	4	4	4	4	4	5	6
Ottawa Adventist School	3	3	3	3	3	3	3	3	3	3	3
Windsor Adventist Elementary School	2	2	3	3	3	3	3	3	2	3	3



Ontario Conference Moving Forward

“We have nothing to fear for the future except as we shall forget the way the Lord has led us, and His teaching in our past history”

Ellen G. White, Last Day Events, p. 72.



Challenge:

An assessment of the vitality of churches in the Ontario Conference revealed that 55% our congregations are plateauing and declining, while there is a lack of multiplying congregations.

● Navigating Growth Disparities

Strategies for Church Development in Our Conference

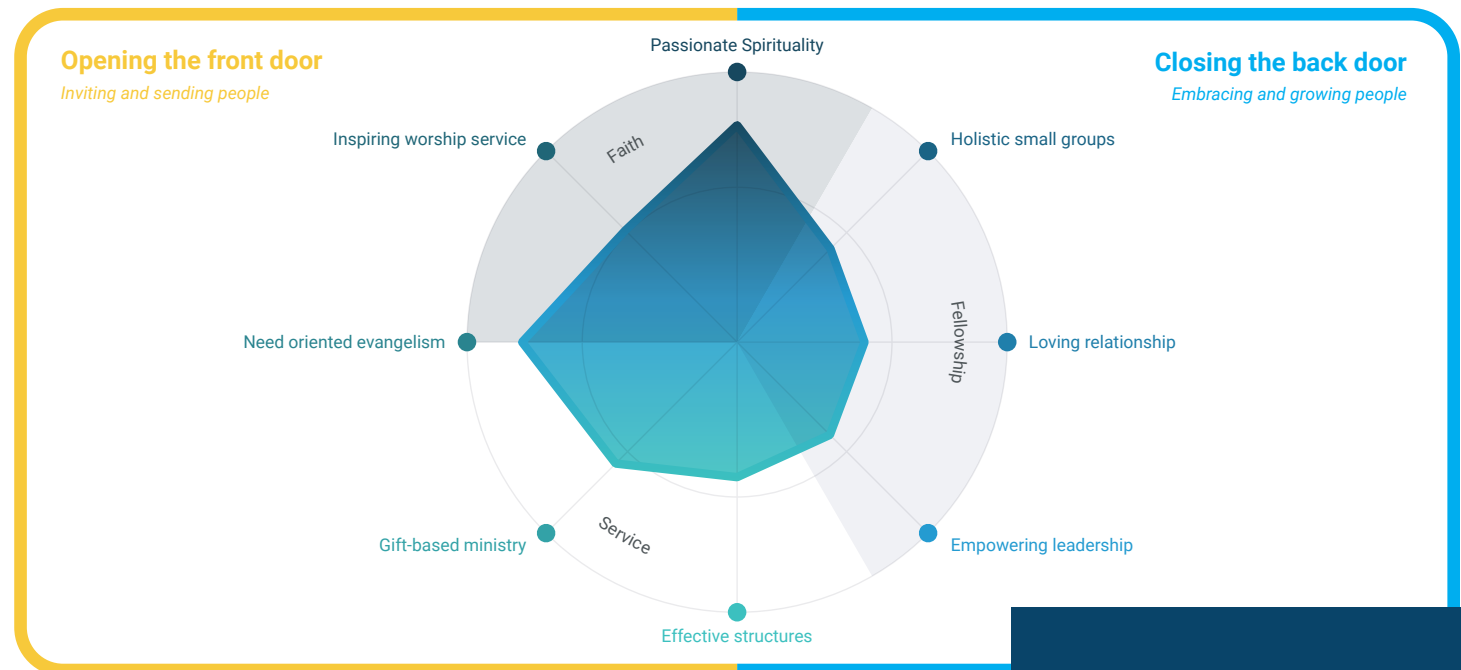
In our journey as a Conference, it is essential to acknowledge that not all churches within the Ontario Conference are experiencing the same upward trajectory. Understanding the nuances of this disparity is crucial for our collective progress. The data at hand sheds light on the challenges we face and, more importantly, points us toward the solutions required to address these issues effectively. This information serves as a critical tool in helping us identify and understand the obstacles that hinder the growth of certain churches within the Ontario Conference. By recognizing these challenges, we can work collaboratively to bridge

the gap between the churches that are flourishing and those that are facing stagnation.

As we open the front door of our churches to welcome God’s children, it becomes equally imperative to focus on closing the back door, ensuring that once individuals enter our congregations, they find a supportive and nurturing environment that encourages them to stay and grow in their faith journey. This introspection and strategic planning are essential steps toward fostering a Conference where every church flourishes, ensuring that the growth we achieve is inclusive and sustainable.

● Ontario Conference Congregational Church Health (NCD) Summary for the year 2022

Natural Church Development (NCD) is a way of measuring the health or quality of a church. By using a carefully prepared questionnaire with 30 members of a church, the survey will determine the health of the church in eight critical areas. The following infographic represents the average NCD result for the Ontario Conference in the year 2022:



The infographic highlights the dichotomy between opening the front door to draw people to Christ and closing the back door to maintain their engagement within the church community. Notably, our churches excel in opening the front door, showcasing effectiveness in attracting new members. However, the data reveals that we are below average in closing the back door, indicating challenges in retaining individuals and fostering their long-term involvement within the church. This disparity underscores the need for targeted strategies to enhance retention efforts, ensuring that once individuals enter our congregations, they find a supportive and nurturing environment that encourages their continued growth and active participation in the faith community.

NCD Quality Characteristics:

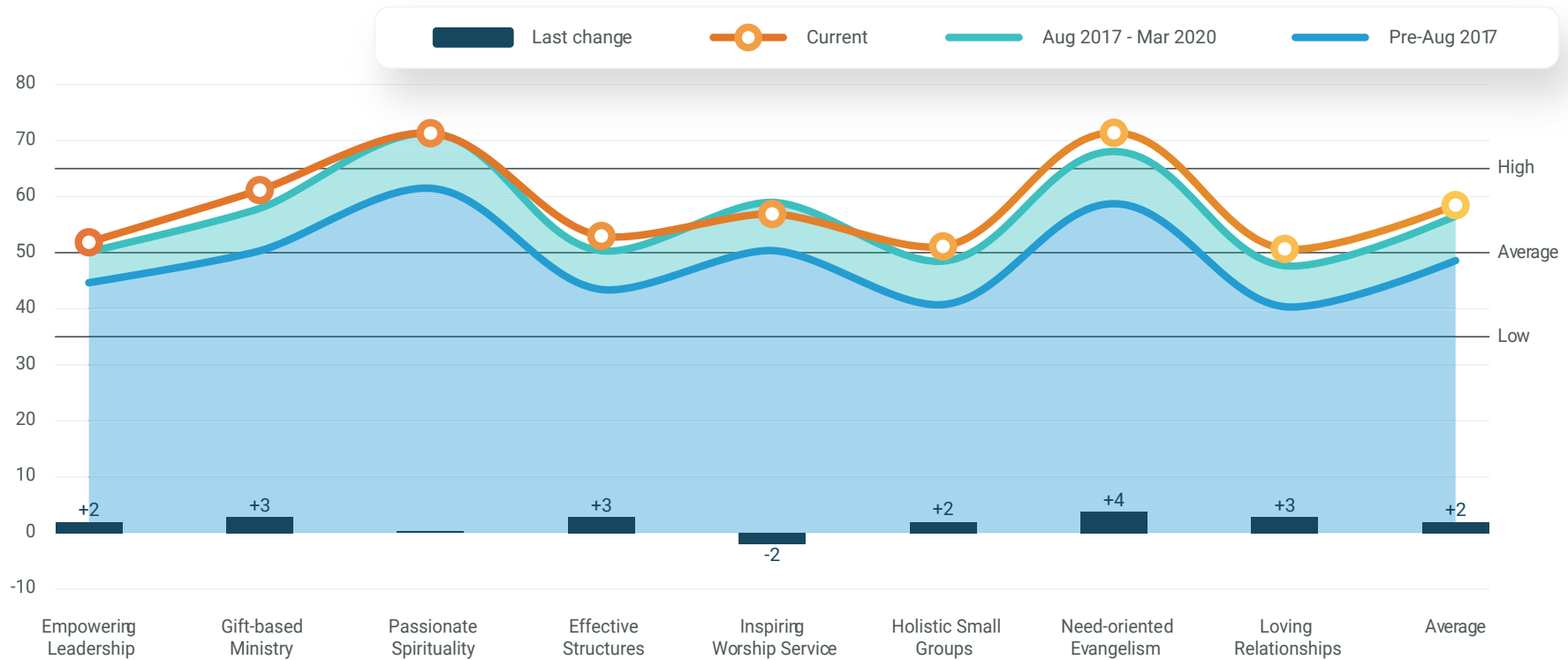
Opening the front door:

- Inspiring Worship Services
- Need-oriented Evangelism
- Gift-based Ministry
- Effective Structures

Closing the back door:

- Empowering Leadership
- Passionate Spirituality
- Holistic Small Groups
- Loving Relationships

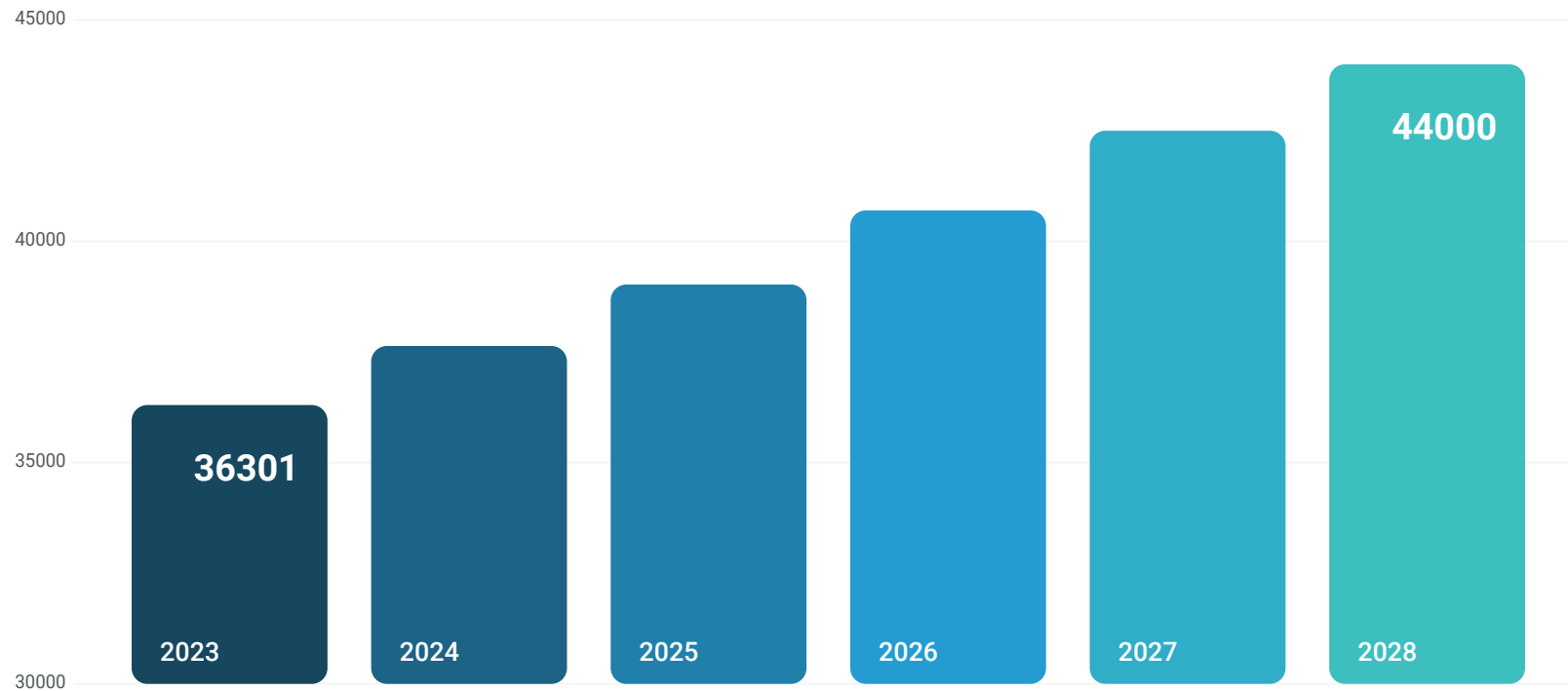
Ontario Conference Church Health (NCD) Comparison Summary for the years 2017 - 2022



The conference-wide study included over 70 congregations who conducted the NCD’s church health assessment concerning the following eight areas in ministry: Passionate Spirituality, Need-oriented Evangelism, Gift-based Ministry, Inspiring Worship Service, Empowering Leadership, Effective Structures, Loving Relationships and Holistic Small Groups. The study revealed that the maximum factors were Need-oriented Evangelism and Passionate Spirituality, while the minimum factors remained Holistic Small Groups (HSG) and Loving Relationships (LR). **All eight Quality Characteristics were 50 or higher, and the overall health score of 58 is well above the average in Canadian churches.**

To initiate our God-given potential of growth, we must address the obstacles to growth by improving our growth factor. The obstacles to growth represent the low points on the curve in the infographic above. In our congregations, we must reflect Christ’s character in our relationships and be more trusting, loving, kind, and humble.

Growth Projection



Ontario Conference Membership Growth Projection for 2028

By imitating Christ in our families, conducting our everyday activities and relating to others like Jesus, we will be blessed by growth in our personal affairs at home; our churches will experience a culture shift that will release the God-given potential of multiplication and disciple-making. The projected membership goal for the ensuing quinquennium is to

experience a 3.5% annual net growth, which will lead to an increase in our membership to 44,000 by June 2028.

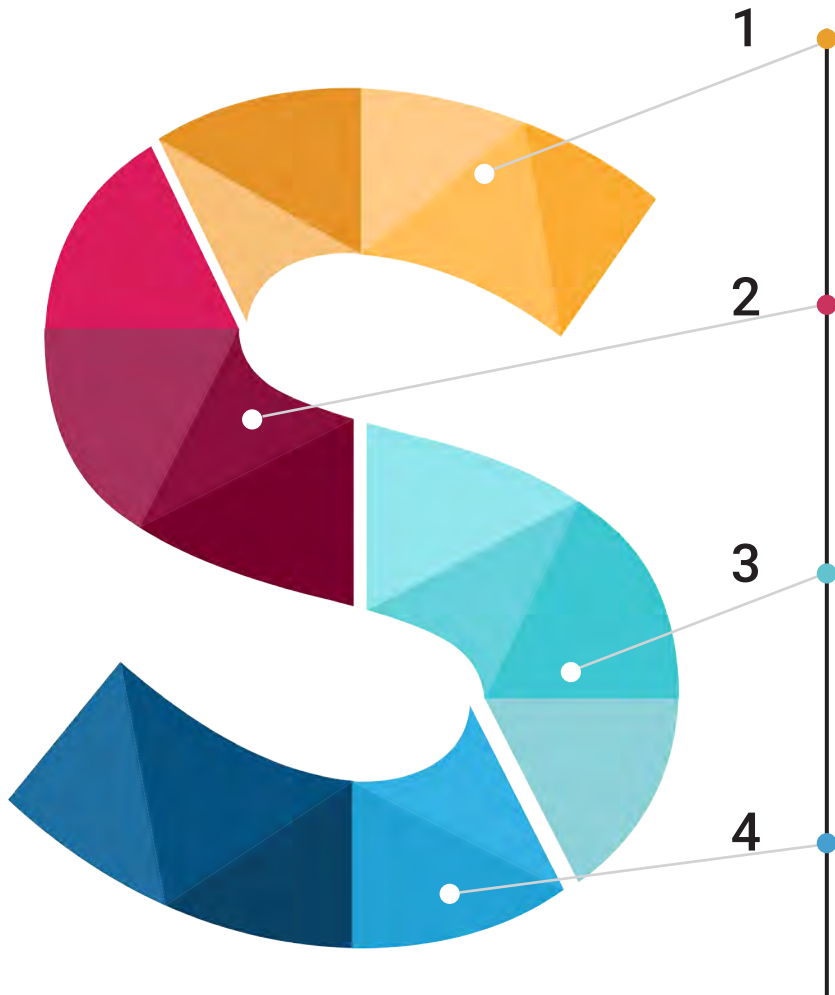
We pray that by God's grace, with the guidance of the Holy Spirit, and through the collaboration of all Ontario Conference entities and its members, our goal will be accomplished.



Action Plan 2023 - 2028

The following section shows the drivers for the goals that have been established for 2023-2028. This will be followed by the plans of the administration, ministries and departments to meet those goals.

Strategic foundational building blocks



1 Spiritual

Each person (disciple) will experience a growing, fruitful, personal walk with Jesus. (Biblical Spirituality) (2 Corinthians 3:18)

2 Service

Each person will discover and utilize Spiritual Gifts for building up the body of Christ. (Ministry) (Ephesians 4:11-13, I Corinthians 12, John 13:35)

3 Share

Each person will model God's mission of making disciples in their context. (Mission) (John 15:12-13, Luke 6:31-36, Matthew 28:16-20)


4 Servant

Individuals and all entities will embrace and practice a culture of spiritual leadership and effective structures. (Leadership and Management) (1 Peter 5:1-4, Proverbs 11:14, Matthew 20: 26-28, Philemon 2:3-4, 1 Corinthians 14:40, Luke 14:28, Proverbs 11:14; 21:5)



CONNECTING
 **LIKE**
JESUS

Vision Statement



**“To reach Ontario and the world
with the distinctive, Christ-
centered, Seventh-day Adventist
message of hope and wholeness.”**

Mission Statement

Quinquennial Goals

The quinquennial goals for the Ontario Conference encompass a comprehensive vision for growth and community development. This includes a commitment to numerical expansion and establishing new churches, emphasizing both outreach and spiritual vitality. The goal is to cultivate vibrant, multiplying congregations and foster intimate connections through small groups, creating a caring and nurturing community. Additionally, there is an emphasis on mentoring and empowering leaders, recognizing their pivotal role in achieving these overarching objectives.



To achieve significant growth by increasing our membership by 10,000 new members over the next five years

+28

To plant 28 new churches by June 2028.



Growing & Multiplying

To train and develop 80% of the congregations into growing and multiplying churches by June 2028.

80%

80%

To mentor, equip and empower 80% of leaders in all entities for effective leadership.



Holistic Small Groups

To train and assimilate at least 50% of attending members into holistic small groups.

50%



Assessment

It is our plan to assess our progress every six months to ensure we are fulfilling God's mission.

The assessment will be done by way of departmental surveys and any other measurement tool decided by the administration to ensure that each department is being empowered to meet its departmental outcomes and objectives.





Office of the President

Mission

To facilitate, model and inspire the Conference office and all entities of the Ontario Conference territory toward the accomplishment of the Ontario Conference's mission—to reach Ontario and the world with the distinctive, Christ-centered, Seventh-day Adventist message of hope and wholeness.

Audacious Goals

- To achieve, by God's grace, the Ontario Conference's vision of "Connecting Like Jesus" through the accomplishment of four strategic foundational building blocks.
- To attain the Ontario Conference's quinquennial goals.

1

Realization of the Ontario Conference's four strategic foundational blocks processes is firmly in place.

- Implement Conference-wide needs assessment.
- Leadership input received and endorsed.
- Strategic Plan publicized; refined following input.
- Foster accountability and effective workers' management.
- Prepare implementation schedule.
- Conduct weekly departmental directors' meetings (DepCom).
- Receive weekly conference directors' reports.
- Model empowering leadership.

Team



Bibulovic, Jakov
President



Rop, Danielle
Administrative Assistant

Top Outcomes We Intend to Accomplish

2

Accomplishment of the Ontario Conference's vision is reflected in congregational culture change.

- The Ontario Conference's vision is effectively communicated.
- Foster accountability in vision casting.
- Complete background research to identify congregational cultural references.
- Initiate periodical assessment of the congregational cultural references.
- Facilitate Quality Management assessment at the Conference office.
- Conduct Natural Church Health (NCD) assessments.
- Acknowledge the conference and congregational anniversaries.

3

Ontario Conference's quinquennial goals are embraced and achieved.

- Host periodical online workers' meetings to share goals with all Ontario Conference workers.
- Quinquennial goals are publicized and communicated to all members and all conference entities.
- Prepare a strategic approach to the development of regional action plans.
- Receive quarterly church growth reports.
- Collaboration of all Conference departments is maintained.
- Utilize camp meetings, ministries conventions, and training to equip and inspire church leaders and members for disciple-making, evangelism, and church planting.
- Attend regional events and motivate leadership to remain focused on the accomplishment of the goals.





Office of the Executive Secretary

Mission

To assist all employees within the Ontario Conference in interpreting, understanding, and applying the policies of the organization: North American Division Working Policy, Church Manual and Ontario Conference Employees Handbook in the best interest of both employer and employees.

Audacious Goals

- Training of all Church Clerks in the proper recording of Church membership data for statistical purposes.
 - Participating in the North American Division Nurture and Retention Project.
 - Producing a functional Employees Handbook by December 31, 2024.
 - Producing a Welcome kit for new employees by December 31, 2024.
 - Automating all Administrative Committee (ADCOM) Agenda and ADCOM Minutes, all Board of Directors (BOD) Agenda and BOD Minutes and all local Church Service Requests.
-



Maxi, Emile
Executive Secretary



Puranen, Juvey
Administrative Office Secretary

Top Outcomes We Intend to Accomplish

1

To have all Church Clerks and Church Pastors within the Ontario Conference make the best use of eAdventist for the purpose of data collection and statistical analysis of church membership for a more effective ministry.

- Train all Church Clerks at least four times a year and due to the constant entries into eAdventist, by way of baptism, transfers, profession of faith and death, provide continuous support to them to ensure the accuracy of the Ontario Conference membership data and statistics.

2

To train all Church Clerks of the participating churches in the North American Division Project of Nurture and Retention of our membership.

- Train all Church Clerks of the participating Churches in the North American Division Nurture and Retention Project in an attempt to reduce the percentage of members who leave the Adventist church and to invite Pastors to sign up their churches in order to close the proverbial “back door” of our churches and to assign greater responsibility and reporting to the Church Clerks and engage the Church Board and the Church membership at large to embark on a drive to keep those we have won for Christ.

3

To produce a functional employee handbook

- Collaborate with other departments and HR to produce a functional Employees Handbook for new employees by December 31, 2024.
- Collaborate with other departments and HR to produce a “welcome kit” for new employees by December 31, 2024.

4

To automate all Secretariat functions

- Automating all ADCOM agenda and minutes, Board of Directors agenda and minutes, local church service requests and handbooks for more efficiency.

Office of the Treasurer

Mission

To position the treasury department to have the membership recognize that financial accountability is a part of God's plan for the spiritual health of his people.

Audacious Goals

- Sustain working capital at the current level of above 100% of requirement.
- Improve communication with the churches through local treasurers training.
- Educate the departmental directors on the importance of setting a realistic budget and working with the budget once approved.

1

Implement the North American Division Accounting Software System by the end of 2023 to streamline the department with other Conferences in the Union.

- Complete mapping of current software accounts with the new system.
- Perform necessary tests and plan a launch date of November 1, 2023.
- Run both programs concurrently until year end to ensure accurate transition.
- Readjust staff assignments so duties can be equitably distributed.
- Hire additional staff as necessary.
- Monitor GCAS Audit Preparation schedule to meet deadlines and prevent charges for additional hours over budgeted.
- Be more intentional in having directors not overspend their budget by having regular one on one meetings during the year.
- Receive weekly conference directors' reports.
- Model empowering leadership.

Team



Meikle, Virene
Treasurer



Bansie, Durven
Assistant Treasurer

Top Outcomes We Intend to Accomplish

2

Transition from current Payroll System (Grand Master) to ADP or similar product that can handle and automate many of the manual tasks currently performed.

Address the possibility of including HR Module.

- Schedule appointment with the ADP team to demonstrate products and request pricing – Payroll and HR.
- Meet with Administration to discuss the benefits of a new system, better reporting, accountability, employee satisfaction and reduction in errors.
- Propose a transition date of no later than January 2024.

3

Church Treasurers Training and Workshops

- Be intentional in organizing workshops for all church treasurers not just training for new treasurers.
- Include all treasury staff and internal auditors in preparation and execution.
- Invite pastors to workshops so they can be informed of the role of the local treasurer.
- Liaison with Stewardship Director.
- At least one workshop each year.

4

Investment Policy and Investment Manager

- Work with the ADHOC committee tasked with crafting an investment policy and have it ready for the March 2024 Board of Directors meeting.
- Engage an investment manager to oversee the investment of any excess and/or restricted funds.
- Contact current managers and prospects to do presentation to the Finance Committee for March 2024.



Rop, Danielle
Administrative Assistant



Alexander, Sharon
Senior Accountant



Bowen, Mishra
Payroll



Viana, Kathia
KPH / Church Remittances
Accounts Receivable



Johnson, Davine
Accounts Payable

Office of the Vice President Evangelism, Seniors, Indigenous Ministries

Mission

To reach Ontario with the saving message of salvation through Jesus Christ, using creative strategies to impact the secular mind.

To build a strong saving relationship with the Indigenous peoples in Ontario, helping them with their social needs while pointing them to Christ as Lord and Savior.

To continue to grow our ministry to our seniors, deepening their walk with Christ while engaging them in mission and reaching other retirees for Christ.

Team



Edwards, Mansfield
Vice President



Gouda, Sarah
Administrative Assistant



Top Outcomes We Intend to Accomplish

1

Many interests will be secured for further studies with follow-up from the church pastors and leaders nearest to their addresses.

Adventist students studying the sciences will be anchored in their faith

Earth summit will be rotated around our conference to distribute the impact as well as help prepare the field for follow-up evangelistic meetings.

- Earth Summit , transforming our scientists into missionaries, impacting the secular mind with the indisputable message of a Creator. This is scheduled for April 28, 2024.
- Planning committee will be actively preparing to increase our impact with a partnership with the NAD/GC.
- Regional Earth Summit outreach evangelistic meetings.

2

A growing relationship with the Indigenous peoples resulting in a stronger partnership leading to Christ as Saviour.

- More meetings with the Chiefs and Indigenous Leaders to build relationships and develop trust for a stronger working relationship. This will be taken to a new level with our upcoming Indigenous Retreat in 2024.
- Increased active mission projects with Adventist World Aviation to include assisting Indigenous family members to be able to visit their dying loved ones in the hospital for those who now find it impossible.
- To host seminars to educate our members regarding the needs and challenges of our Indigenous people.
- To negotiate partnerships with private sector organizations to assist the indigenous people of NW Ontario where the 'boil water advisory' still obtains, with Brita pitchers with filters to help them with access to cleaner water for their health.

3

Seniors Ministry represented in more than 150 churches in Ontario.

Seniors reaching seniors through intentional outreach programs by seniors.

Annual Seniors Retreats conference sponsored as well as local club retreats.

To register no less than 4000 active seniors in our conference programs.

To continue to negotiate grants for senior clubs in active ministry.

- That there would be no less than 150 Seniors Ministry Coordinators appointed in our Conference.
- To partner with Pathfinder ministry to facilitate the 'Adopt a Grandparent Program'.
- Quarterly meetings with Seniors Coordinators, one region at a time.
- To host annual Seniors Ministry seminars with guest presenters for more effective ministry.

Department of AMP Ministries

Mission

To foster a culture of discipleship where Adventurers, Pathfinders, and Master Guides feel valued and empowered to become effective communicators of God's love through words and deeds, inspiring and mentoring them to reach others in preparation for the coming of our Lord Jesus Christ.

Audacious Goals

- To nurture Adventurers, Pathfinders, and Master Guides to Christian maturity.
- To facilitate the discovery of AMP members' giftedness for works of service.
- To deploy AMP members in sharing the Advent Message to all the world in this generation.
- To equip AMP club leaders as spiritual mentors for children and youth.

Team



Martin, Edwin
Director



Johnson, Deon
Secretary



Top Outcomes We Intend to Accomplish

1

Nurture 80% of AMP members to grow as fruitful disciples of Christ.

- Annual Adventurer, Pathfinder, and Master Guide Bible Experience events for deeper understanding of God's Word.
- Quarterly prayer huddles and creative worship encounters.
- AMP websites and social media platforms to provide useful resources in nurturing children and youth to grow as fruitful disciples of Christ.

2

Engage all AMP members in mission-oriented projects both digital and in person

- Annual training of at least 10 clubs in using social media platforms and live streaming technology to reach more people for Christ.
- Train at least 100 Adventurers and Pathfinders as digital evangelists, disciple-makers, and missionaries in partnership with Walking and Working With Jesus (WWWJ) ministry.
- Mobilize at least 50 AMP clubs to be involved in the compassion and outreach ministries every month.
- Send at least 20 mission teams to various parts of Ontario
- Organize at least 10 international mission trips.
- Deploy at least 50 clubs in Indigenous ministries and church planting, or pioneering work.

3

Equip 80% of AMP members in church and club ministries.

- Biennial Spiritual Gift Inventory.
- Annual camporees for skills development, spiritual enrichment, and fellowship.
- Biennial Awards/Honours Camp to equip Adventurers, Pathfinders, and Master Guides/MG Trainees in ministry.

4

Mentor 50% of AMP leaders as disciple-makers.

- Acquisition of a club management application to help monitor the growth of Adventurers, Pathfinders, and Master Guides as fruitful disciples of Christ.
- Upgrading of the following websites to provide helpful online resources for club ministries: www.OntarioAdventurers.ca; www.OntarioPathfinders.ca; www.OntarioMasterGuides.ca.
- Establishing a local resource centre in the Ontario Conference to meet the needs of AMP leaders and club ministries.
- Annual Adventist Youth Ministries Training (AYMT) programs for AMP leaders.
- Master Guide Outdoors as an integral part of club ministries for nature exploration and adventure.
- Innovative online courses and resources for club ministries will be fully operational and made available.

Department of Camp Ministries

Mission

Camp Frenda and Camp New Lowell are to provide an environment where both young and old, individuals and groups can learn more about their Lord and Saviour, learn more about themselves and their fellow human beings, while being immersed in God's creation.

Audacious Goals

To positively impact individuals and as a result increase the camp membership by 50% over the next 5 years. The optimistic result being an increase in church membership by 2028 through the ministry of our camp programs.

Team



Perkins, Jason
Director



Columbie, Julie
Secretary

1

To focus on the development of the camp's wholistic ministry and incorporate the Seventh-day Adventist beliefs in every aspect of both Camp Frenda and Camp New Lowell. This will be accomplished by providing an environment where connections are made. Connections with families, campers, staff and the community that we interact with, but most importantly, connection with Jesus.

- Each summer, from 2023-2028, major activities shall emphasize the continued growth and improvement in the summer camp sessions at Camp Frenda. This will be accomplished by creating a positive environment for campers and staff to learn and grow together with Jesus as the focus.

Top Outcomes We Intend to Accomplish

2 To improve the potential and increase the use of Camp New Lowell as it continues to be an important part of Camp Ministries in the Ontario Conference.

- Increase awareness and use of Camp New Lowell by providing an alternative site for our churches, ministries and young people to experience God in nature.
- More church usage, small group bookings, Pathfinder and Adventurer clubs using the facilities.

3 To develop the whole child through the incorporation of nature and by providing quality activity and educational programs.

- Increase the Outdoor Education program as well as the Pathfinder and Adventurer club usage of the both camp properties.
- This will be accomplished by seeking out resources from other Conferences and camps across the NAD. Then modifying and adopting proven methods and activities that have seen positive results in these other Conferences and camps.

4 To seek knowledge and insight through visitation and communication with other Camps, and directors from other Conferences in Canada and the US. The result would be to find new ways to improve both Ontario Camps, including their infrastructure, programs, and usage. This is to ensure each camp's sustainability until Jesus comes.

- Plan and take trips to Camp Kulaqua in Florida, Glorieta Adventure Camps in New Mexico to gain insight and ideas.
- Plans to visit Foothills Camp, Alberta, Camp Whitesands, Saskatchewan and other Canadian and American camps.



Department of Children's Ministry

Mission

To forge connection, collaboration and communication with the children and families within the Ontario Conference. Children's Ministries wants to bridge the divide between the conference and the local church and their respective communities.

Audacious Goals

To launch the initiative 'Your Conference Cares' where every project, resource or event launched from the Children's Ministries will be specifically 'care driven.' It will reflect a Christ-centered, child-focused, growing and mentoring to the specific needs of the children in Ontario.

Team



Ferreira Lopez, Patricia
Director



Weidner, Ruth
Secretary



Top Outcomes We Intend to Accomplish

1

Inciting Care: 'CARE CLOSETS' AND 'BREAKFAST CLUBS' Tending to the physiological needs of children in our Ontario Adventist schools and churches.

- Meet the basic needs of children in our congregations and communities with creating 'care closets' in every Adventist church and school. These would be to meet the basic need supplies for families and students. These include items such as toiletry supplies, dry snacks, feminine products, school supplies.
- Conference would send a starter kit for churches and schools to maintain with the possibility of subsidies from the Conference.
- Breakfast club initiative in each of the small schools.

2

Cyber Care: Digital Literacy and Safety for Parents and Children of the Ontario Conference.

- Team up with church leaders and connect them to their local Digital Media police officers.
- Create a 'Digital Safety Day' where churches invite experts into share and educate families about safety online with minors.
- Create a resource page for website of relevant links for social media safety.
- Team up with the Media department to do a yearly live show with the theme of online safety on Feb 6th of each year.

3

Protective Care: 'I LIKE ME' Campaign – Campaign to build confidence, discernment, and esteem for children while celebrating biblical truths about gender and identity.

- Team up with the Media, Education, Family and Health departments to launch a committee to create I LIKE ME campaign to be launched on the day of the child in November.
- Prepare social media, resources, merchandise, programming, testimonies etc to launch in November.
- Build on campaign for next 4 years with resources, theme days, testimonies and online presence with biblical truths about gender and identity.
- Align with other denominations to bridge and build in other denominational groups.

4

Connective Care: MEDIA STORY LIBRARY– resource for leaders and educators

- Create a database of Christian and faith-based stories read online by various conference leaders and educators with picture books that are animated as a resource for our teachers and Sabbath leaders. (This would be a similar model to SAG-AFTRA Foundation's Daytime Emmy-nominated, Storyline Online.)
- Host annual live story time events with conference representatives on Global Children's Day.

Department

of Church Planting, Revitalization,

Evangelism

Mission

To develop, to equip, and to train pastors, church leaders, and members to become missional disciples in Ontario Conference territories.

Audacious Goals

- To enable every church to envision and work towards the the president's goals of 10,000 new members and planting 28 new churches by 2028.
- To change the culture to a more missional small group-focused Adventist church and of all members from a consumer/customer mentality to servant mentality with the Eight Characteristics of NCD.

Team



Ly, Sereivudh
Director



Grondin, Lucille
Secretary

1

10,000 members and 28 new congregations added into the Ontario Conference.

- To plant 28 new congregations.
- To equip and train 30 pastors and 300 members on church planting, revitalization, and evangelism in the OC Ministries Convention in 2024.
- To train at least 500 members on Church Planting, Church Revitalization, and Church Evangelism through the Ontario Conference School of Evangelism (OCSOE).
- To hold Conference-wide Church Revitalization Boot Camp in 2025.
- To develop city-wide/regional evangelistic projects for the next five years and run four big city or region-wide evangelistic series and two community creative outreach events (Prayer Breakfast and Earth Summit).
- To rewrite the Church Evangelism Fund request form including the cyclical evangelistic strategy (Four Foundational Building Blocks).

Top Outcomes We Intend to Accomplish

2

140 successfully trained and developed congregations into growing and multiplying churches with the higher score of eight characteristics of NCD.

- To encourage churches to regularly conduct Bible-based evangelistic initiatives in context of holistic, cyclical evangelism in their perspective communities. (Two reaping meetings per year and two classes per year for equipping church members to give Bible studies
- To train church members in “Christ’s method alone.” (MH,143) Missional approach (Share, Service, Spiritual, Servant), including the eight characteristics of NCD.
- To encourage and persuade at least 140 congregations to do NCD assessments every two years.
- To train 25 pastors as NCD coaches and 50 pastors to have a basic understanding of NCD and can process NCD surveys with their churches by March 2028.

3

10,000 successfully trained and assimilated members in holistic small groups to build and foster a caring and nurturing community.

- To establish at least 670 small groups by March 2028
- To develop and write a holistic small group handbook.
- To train at least 100 members every quarter through OCSOE.
- To create a movement so that the majority of our church members are involved in active small groups.
- To increase accession, retention, reclamation, and participation of all members, especially children, youth, and young adults by training members in the eight characteristics of NCD.

4

1,000 successfully equipped, mentored, and empowered pastors and members in biblical leadership principles.

- To train 1,000 pastors and members in missional leadership, including mentorship and giving Bible studies to 2,000 non-Adventists.
- To develop and write Encourager, Mentor and Mentee (EMM) Network Mentorship Handbook and share and encourage churches to practice EMM Network Mentorship.
- To motivate and train all pastors and churches to develop and submit an annual evangelism cycle plan (including social media) and budget with a clear baptismal and Bible study goals.
- To train between 25 and 50 pastors on conducting NCD assessment and increasing NCD scores.

Department

of Communications & Media

Mission

To create high quality, visually captivating, and culturally reflective media and communications that engage, inform and inspire people to connect with the Adventist Church and have a closer walk with Jesus.

Audacious Goals

- Increase Ontario Conference News (OCN) e-newsletter subscriptions by 25%.
- Create cumulative 500,000 impressions from social media posts.
- Create an Ontario Conference School of Audio Visual to support churches.

Team



Ellis, Shawn
Director



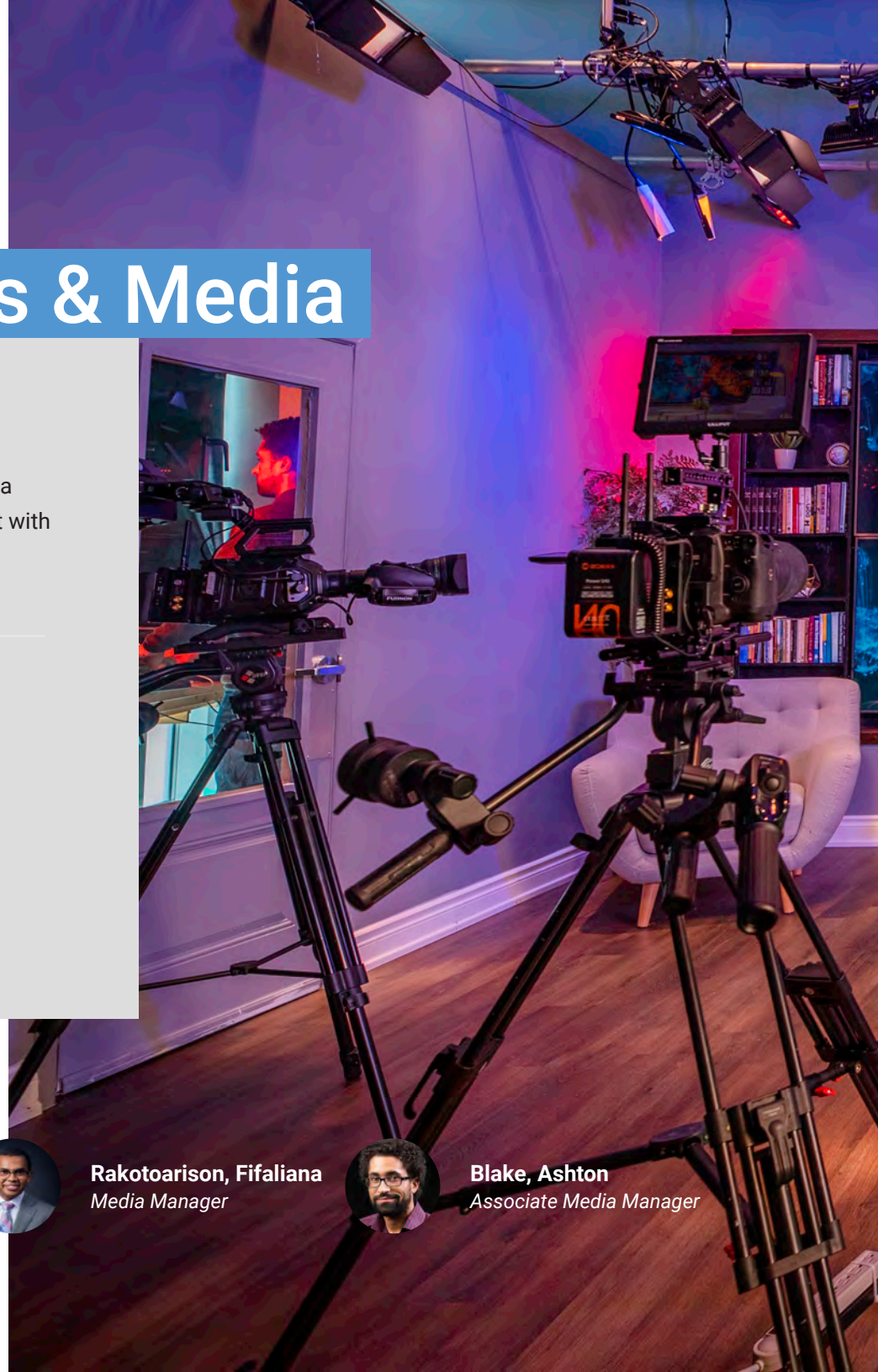
Bailey, Kristen
Secretary



Rakotoarison, Fifaliana
Media Manager



Blake, Ashton
Associate Media Manager



Top Outcomes We Intend to Accomplish

1 Rebranding of Conference Communications (internal)

- Redesign *OCN, Ontario Highlights* magazine to be more modern and reflect all demographic groups in the Conference.
- Redesign website to be consistent with the North American Division brand and create a specialized portal that will connect visitors to media and Bible studies
- Create Ontario Conference News Network made up of 60% of communication secretaries in local churches to help cover events in the Conference.

2 Rebranding of the Ontario Conference (external)

- Develop new brand message reflecting the relevance of the church to the community.
- Develop an ongoing social media campaign.
- Establish an exterior digital sign at the Conference to advertise the church and share messages of hope and wholeness.
- Assist churches in using new media to raise public awareness of their local church.
- Collaborate with other conference ministries to produce and promote media and activities relevant to the community.

3 Create a media training hub for churches

- Create Conference media training website portal.
- Create media training modules for church AV teams.
- Create hands on “media labs” to expose church leaders to new media and their use in ministry.
- Establish other resources to support media ministries in their churches.

4 Engage in digital evangelism

- Create a specialized portal that allows live two-way interaction with individuals seeking prayer or Bible study.
- Integrate existing social media into a targeted media ministry designed to generate viewer interest in prayer and Bible study.

Department of Compassion Ministries

Mission

To transform our communities by sharing the love of Jesus

Audacious Goals

To have 75% of our churches engaged in their local communities, with at least one active community program.

To have 80% of members participating in the community service outreach programs of the local church.

To encourage each community service department to add two new community partner to their network.

Team



King, Andrew
Director



Telis, Ines
Secretary

1

To have 47% of Ontario Conference congregation engaged in community service outreach in their local community by the end of 2024.

- To train at Ontario Conference Ministries Conventions.
- To give support and training to church leaders from Compassion Ministries throughout the year.
- To have needs assessment survey completed by our churches.
- To hold quarterly community meetings to address concerns.
- To hold meeting bi-annually to evaluate needs.

Top Outcomes We Intend to Accomplish

2

In the area of Disaster Response, to document the resources and personnel available in each ministerial district and their readiness to respond to local natural disasters or man-made crisis.

- To provide training at Ministries Conventions
 - To provide North American Division Disaster Response Training
 - To distribute ADRA Disaster Training
-

3

Increase the number of individuals who can provide emotional and spiritual care (second responders)

- To complete the training and certification of the class of 2023.
- To provide more ongoing trainings and certifications to increase support to the community.

4

The goal for Prison Ministry is to return this ministry to its original effective outreach capacity, pre-COVID.

- To identify the individuals who presently hold valid volunteer credentials.
 - To Identify those who are interested in being a part of this ministry.
 - To connect those who are trained to the appropriate chaplains of the different correctional institutions and offer continued support to our volunteers.
-

5

To develop a strategic plan to address the increase in homelessness and increasing income disparity within our communities in Ontario.

- To identify the individuals and the specific needs our ministries will be able to assist them.
- To advocate and assist those who are new to the country of Canada.
- To increase our capacity to assist those in need by having our own food distribution center.



Office of Education

Mission

To grow and develop Adventist schools in Ontario to offer to every Adventist child the opportunity to obtain an affordable Adventist education.

Audacious Goals

- Mentor, encourage and motivate all Education employees to disciple like Jesus.
 - Motivate teachers to embrace the concept of the teacher as the model product of Adventist Education.
 - Mentor principals to become visionary leaders.
 - Establish Adventist Early Childhood Education (ECE) Centres in Ontario by 2028.
 - Upgrade all school facilities by 2028.
-

Team



Hazelwood, Reynold
Superintendent of Schools



Forsey, David
*Assistant to
the Superintendent of Schools*



Brkic, Donna
Administrative Secretary

Top Outcomes We Intend to Accomplish

1

Develop, mentor, encourage and motivate all education employees for success, sustainability, and retention.

- Establish standards for hiring Adventist Early Childhood Education teachers.
- Mentor, encourage and motivate all employees to disciple like Jesus.
- Develop a program to effectively manage and retain employees.
- Train all employees to be able to utilize technology (Power-School) for online enrolment, classroom management, grading scales and reporting of student performance (report cards).
- Mentor principals to become visionary leaders.

2

Review the quality of Seventh-day Adventist Education: identify the product marketed, and motivate teachers to embrace the concept of the teacher as the model product of Adventist Education.

- Identify and improve the quality of the product marketed and offered at all schools.
- Motivate and encourage both teachers and students to excel in their performance.
- Redefine the flow of students through Adventist Schools in Ontario – ECE Centres to Grade 12.
- Market Adventist Schools in Ontario as possessing a high-quality product.

3

Conduct study to upgrade all school facilities and determine best facilities to house schools that do not have a building of their own.

- Ensure that all school facilities are well maintained, clean, attractive, and conducive to a comfortable learning environment on an annual basis.
- Provide CAA-Peel Campus with a school facility or alternate facility.
- Provide the necessary technology needed for a 21st-century learning environment to all school facilities.

4

Conduct study to determine best facilities to house Adventist Early Childhood Education Centres and identify school facilities that can be used as a Centre of Influence.

- Establish at least three Early Childhood Education Centres.
- Utilize at least one available school facility as a Centre of Influence.

Department of Family Ministry

Mission

To reach, equip, and empower Family Ministry leaders and families with hope and wholeness.

Audacious Goals

- To equip and empower leaders and families for a growing relationship with Jesus.
 - To make available relational and family management educational resources for families.
 - To increase the awareness of the Family Life theme as a means of evangelism and community engagement for local churches and families
 - To increase the number of the local church Family Ministry leaders who receive the North American Division Family Ministry certification training.
-

Team



Chichester, Allan
Director



Weidner, Ruth
Secretary

Top Outcomes We Intend to Accomplish

1

Churches and families will explore and use Family Life themes for evangelism and community engagement.

- Collaborative trainings and annual events with Church Growth and Evangelism departments on Family Life themed evangelism.
- Training for leaders and families through the School of Evangelism and Discipleship in Family Life Evangelism
- Introduction and distribution of the General Conference Mission to Families in the City Initiative materials.

2

Individuals and families will receive Educational and Family Resource Management supplies and participate in seminars, workshops, and retreats.

- Seminars and workshops for individuals and families.
- Retreats for married couples.
- Creative and collaborated initiatives with other departments and entities to support families and individuals, such as the counselling initiative, divorce care, grief recovery, neurodiversity group meetings, and the breakfast club.

3

Churches and families participating in “Christian Home and Marriage Week”, “Family Togetherness Week”, “Back to the Altar”, and other family discipleship activities.

- Annual Christian “Home and Marriage Week,” “Family Togetherness Week,” “Back to the Altar Initiative,” “The Parenting Initiative”, and WWWJ.

4

Trained and certified Family Ministry leaders

- Annual Certification Training for Family Ministry leaders



Department of Health Ministry

Mission

To reach every city in Ontario where Seventh-day Adventist churches are present or are to be established with the Adventist health message through the work of trained Adventist medical missionaries co-labouring with ministers of the gospel and church members.

Audacious Goals

- To have trained medical missionaries, including all pastors, in at least 50% of churches/congregations.
- To establish a Health and Wellness Centre.

Team



Edith Missah-Habaradas
Director



Telis, Ines
Secretary

1

To promote biblical whole person health principles, healthy lifestyle choices, and lifestyle disease prevention to church leaders, members, and the communities they serve.

- Creation of the trademarked acronym “RESTORED,” which stands for Rest, Eat wholesome food, Sunlight, Trust in divine power, Oxygen, Restraint/self-control, Exercise, and Drink water, to be shared through printed materials, digital media, etc. This may also serve as an evangelism tool.
- Conduct a Health Summit at least once every three years (beginning in 2025) with “RESTORED” as its theme, in collaboration with other ministries of the Ontario Conference.
- Research the health needs and practices of communities in Ontario, such as the Indigenous community, the Muslim community, urban communities, etc., to understand how to effectively share with them the Adventist health message and, ultimately, the gospel of salvation.

Top Outcomes We Intend to Accomplish

2

To promote medical/health evangelism in Adventist congregations and schools.

- Collaborate with health professionals as resource persons for health programs, such as Lunch with the Doctor, Dinner with the Doctor, and Wellness Day, hosted at local churches and schools.
- Health Education Emphasis Week (second week of October), and 'Let's Move Day' and 'Let's Move Week' (month of September).
- Creation of short videos on the Eight Laws of Health (RESTORED) for congregation and school use as educational, training, and evangelistic tools.

3

To have trained medical missionaries, including all pastors, in at least 50% of congregations in the Ontario Conference.

- Training sessions, workshops, and retreats for Health Ministry leaders, at least once a year.
- Hosting Ontario-wide Medical Missionary Conference in 2024 and 2026.
- Identifying health professionals in each church and encouraging networking and partnering between congregations.

4

To establish a Health and Wellness Centre for the benefit of church members, employees of the Ontario Conference, and non-Adventist guests.

- Healthy lifestyle programs offered will include but are not limited to, a four week Weight Management program, Health and Wellness retreats for different age groups, vegan and vegetarian cooking classes, Health Evangelism courses, etc.



Office of Human Resources

Mission

To attract, develop, and retain employees who will foster a culture of engagement, service, and discipleship.

Audacious Goals

- Invest in employee well-being – spiritual, mental, physical, and emotional.
 - Increase employee engagement – empowerment, encouragement, and psychological safety.
 - Improve HR technology to increase efficiency.
-

Team



Oliveira, Lila
HR Officer



Sewell, Millicent
Secretary



Top Outcomes We Intend to Accomplish

1

Establish a sustainable work model while maintaining personal health and overall wellness.

- Train all current employees in Mental Health First Aid.
- Include training in new employee onboarding.
- Encourage restorative time – taking days off, vacation time, and engaging in hobbies that promote creativity and rest.
- Invite a healthcare professional to regional ministerial meetings for pastors, to the schools for teachers, and to the Conference headquarters for office staff.
- Implement disconnecting from work policy.

2

Support administration in improving organizational culture through greater teamwork, collaboration, and alignment with the Ontario Conference's mission, vision, and goals

- Survey employees regularly to identify and address inefficiencies.
- Update job descriptions to align with roles.
- Quarterly Ontario Conference office staff meetings.

3

Improve employee self-serve access to HR-related information, such as online employee onboarding, and management.

- Create an HR webpage on the Ontario Conference website.
- Evaluate the quality and performance of the current Human Resources information system.

Department of Information Technology

Mission

To empower the various departments of the Ontario Conference to leverage technology safely and effectively within their ministries.

Audacious Goals

Enhance the services provided by the department by upgrading our technology infrastructure, developing custom applications, and adhering to cybersecurity best practices.

Team



Pal, Raveen
Director



Laketa, Brandon
Support Specialist

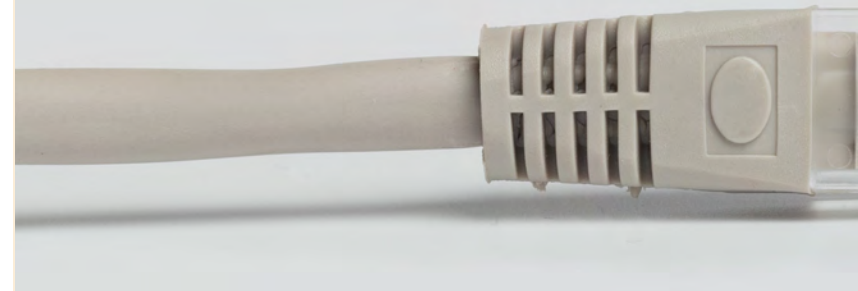


Blake, Ashton
Web Developer

1

Develop and launch a new online mileage web application

- Develop new features that align with user needs.
- Redesign the user interface to make it more visually appealing and user-friendly.
- Utilize modern design principles to ensure responsiveness across various devices and screen sizes.
- Conduct usability testing to ensure that the new features and interface changes are intuitive and easy to use.



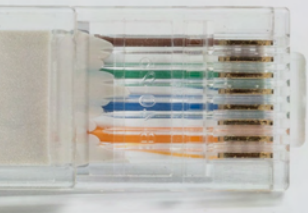
Top Outcomes We Intend to Accomplish

2

Upgrade the Ontario Conference Information Technology infrastructure

Upgrade Network

- Assess the current network infrastructure, identifying areas for improvement.
- Plan for future growth, ensuring the new infrastructure can accommodate the required users and devices.
- Implement strong security protocols, utilizing the latest encryption standards to protect the network and sensitive data from potential cyber threats.



Upgrade Storage Area Network (SAN)

- Evaluate our current storage requirements and projected future growth.
- Redundancy and failover mechanisms will be implemented to ensure high availability and data reliability.
- Implement encryption and access controls to protect data stored on the SAN.

Server Infrastructure Upgrade

- The current server infrastructure's capacity, performance, and reliability will be assessed.
- Server hardware and software will be upgraded to meet the growing demands of applications and services. We will implement virtualization and cloud solutions to optimize resource utilization and scalability.
- Appropriate backup and replication strategies will be implemented to safeguard our data.

3

Maintain compliance with cybersecurity insurance requirements

- Conduct regular cybersecurity audits to assess our system's compliance with industry standards and regulations.
- Implement robust data protection measures, including encryption for sensitive data at rest and in transit.
- Strict access controls will be enforced based on the principle of least privilege.
- Employee Training: Continue to train employees on cybersecurity best practices to prevent common security pitfalls like phishing attacks and social engineering.
- Implement a patch management solution to keep software and systems up to date with the latest security patches to address known vulnerabilities.

Department of Men's Ministry

Mission

To equip and empower men to follow God, connect caringly with their families, with the church, and with their communities.

Audacious Goals

- To encourage the practices of growing disciples among ministry leaders and men.
- To provide materials and training for the management of resources and crisis.
- To equip and empower men to reach and disciple others for Christ.
- To increase the number of local church Men's Ministry leaders who receive the North American Division Men's Ministries certification training.

Team



Chichester, Allan
Director



Weidner, Ruth
Secretary



Top Outcomes We Intend to Accomplish

1

Men's Ministry leaders will practice and promote the practices of discipleship.

- Introducing and promoting discipleship resources to Men's Ministry leaders and support groups.
- Hosting annual Men's Ministry retreats.
- Hosting annual men's days of prayer.
- Encouraging churches to host a father and son, and father and daughter evening.

2

Men who know how to manage resources and crisis.

- Seminars, workshop, small group meetings , conferences, and summits.

3

Men involved in evangelism and community engagement.

- Training for men in urban, rural, and media mission.

4

Trained and certified leaders.

- Annual certification training for Men's Ministry leaders.

Office of the Ministerial Secretary

Mission

Empowering the Ministerial community as well as elders and the deaconate to lead churches to the world with the message of hope and wholeness.

Audacious Goals

- Support for pastors, their spouses and their families.
 - Host a collaboration and mentorship training for ministry.
 - Provide training opportunities for lay leaders (elders, deacons, deaconesses).
 - Support for pastors' personal well-being, spouses, and families.
 - Provide resources for best practices in Pastoral Leadership and innovative congregational ministry.
-

Team



Lazarus, Frankie
Ministerial Secretary



Gonzalez, Raul
Assistant Ministerial Secretary



Pitt, Gillian
Secretary

Top Outcomes We Intend to Accomplish

1

Collaboration and Mentorship

- Meetings and trainings with associate and assistant pastors.
 - Meetings and training with lead pastors.
 - Create mentorship tools for pastors.
 - Partner with the North American Division Ministerial Association to create online assessment tools for churches and pastors.
 - Ongoing assessment and evaluation of pastors and churches to maximize ministry potential.
-

2

Develop collaborative leadership skills for elders and deacons/deaconesses

- Host 'Elders' Round Table' to discuss critical issues of leadership within the local congregation.
- Host elders' retreats and conventions to provide skills development and leadership training.
- Create the deacons/deaconess council for the Conference.
- Host workshops for deacons and deaconesses on the "real" work of the deaconate.

3

Provide a stable support system for spouses through the Ministerial Spouses Association (MSA)

- Establish and implement a Ministerial Spouse Association in each district.
 - Revive the distribution of the Shepherdess Journal.
 - Hold regular meetings of the Ministerial Spouse Association for support and training.
 - Advocate with Administration on behalf of the MSA.
-

4

Develop resources for professional growth and leadership

- Advocate for financial resources for professional growth.
- Procure and develop digital tools for professional growth.
- Create online tools for assessment of leaders and churches.
- Procure and develop digital tools for leadership.



Department of Planned Giving & Trust Services

Mission

To encourage members to follow the guidance of biblical principals, the Holy Spirit, and Ellen White as they develop an estate plan that will allow them to share God's blessings, advance God's work, and protect their families.

Audacious Goals

To have 75% of the Ontario Conference membership complete a Christian Estate Plan

Team



Ram, Alvin
Director



Langdon, Vernon
Field Representative



Kielbasiewicz, Jackie
Secretary

Top Outcomes We Intend to Accomplish

1

Increased awareness for all members that the Ontario Conference can assist them with their estate plan by preparing a Will and Powers of Attorney.

- Place ads in the Ontario Highlights, Ontario Conference News (OCN) and church bulletins.
 - Visit churches and present estate planning seminars for church members.
 - Hold virtual seminars for church groups.
 - Attend Ontario Conference events with a display booth and share information and resources.
-

2

Be a resource for members so that they can fully enjoy God's blessings as stewards.

- Collaborate with the Stewardship Department by hosting stewardship events and visiting churches together and presenting stewardship information that is applicable to all age brackets.

3

Allow members to access Planned Giving and Trust Services information online.

- Development of a functional and interactive website that will allow church members to access departmental resources with ease.
-

4

Expand awareness of Conference projects, initiatives, and opportunities for member partnership.

- Develop advertising that can be shared with the membership in electronic, video, and hard copy to keep them updated of opportunities to utilize the services of the department and partner with the Ontario Conference.

Department of Prayer Ministry

Mission

To invite members to engage in earnest, persevering prayer for the outpouring of the Holy Spirit, just as the disciples prayed on the Day of Pentecost (Acts 2:1-47), and, as a result, experience a transformed life, be in one accord with one another (fulfilling Jesus' prayer to His Father in John 17:21), and be powerful witnesses for the Saviour, bringing souls to the foot of the cross.

Audacious Goals

- To have active prayer groups in at least 70% of churches/congregations.
- To have least 60% of Prayer Ministry leaders in each congregation will report an increase in attendance to prayer meetings.

Team



Edith Missah-Habaradas
Director



Telis, Ines
Secretary

1

To promote and encourage biblical unity among church leaders and members through earnest and fervent united prayers for the outpouring of the Holy Spirit.

- Creation of Prayer Ministry's website (www.prayer.adventistontario.org) with a list of weekly prayer items for members of the Ontario Conference to pray for in unity, and make available prayer resources for church leaders and members to enrich their prayer ministry and prayer life.
- Collaborate with different ministries of the Ontario Conference and supporting ministries of the Seventh-day Adventist Church, such as It Is Written Canada, on various calls to prayer and fasting.
- Invitation for churches to participate in the annual Week of Prayer and 10 Days of Prayer.

Top Outcomes We Intend to Accomplish

2

To have trained Prayer Ministry leaders in each church, and to encourage each church to have an active prayer ministry.

- Training sessions/workshops, conferences, and retreats for Prayer Ministry leaders and pastors, at least once a year.
- Encourage churches to host Prayer Conferences and Week of Prayer at least once a year.
- Creation of short videos on Prayer to encourage members and those outside the church to engage in earnest and persevering prayer.

3

To develop friendship/relationships with other Christians of other denominations through prayer event(s).

- Connect with and participate in Prayer Breakfast events, both local and national, such as the National Prayer Breakfast (nationalprayerbreakfast.ca) at least once in two years.

4

To establish a Prayer Garden at the Ontario Conference Headquarters.

- Construction of a Prayer Garden where Conference staff and visitors can have a place to engage in fervent prayer (individually or in a group) while meditating on God's Word and His promises as they are surrounded by nature to follow Jesus' example when He went to the Garden of Gethsemane to pray to His Father.



Department of Property Management

Mission

To promote the acquisition, utilization and care of our facilities as sacred spaces that point people toward God, entrusted to us by God for the support of ministry and mission throughout the Ontario Conference.

Audacious Goals

To advance God's Kingdom and bring glory to Him by promoting transcendent, safe, clean, efficient, hospitable, accessible and environmentally friendly spaces for people to grow spiritually, as well as worship, serve, share the gospel, shepherd, learn, live and fellowship in.

1

A Conference-wide culture where leaders recognize that members with positive views of their church and school buildings are more likely to feel their church has effective management and leadership, feel positive about the Christian education programming and feel their needs are being met.

80% of leaders mentored, equipped and empowered with the knowledge of effective facility management.

- Preach sermons around facility management as a stewardship issue.
- Train at the Ontario Conference Ministries conventions.
- Present at workers' meetings.
- Contribute articles to the Ontario Conference News (OCN).
- Contribute videos and articles to the Conference virtual space.
- Collaborate with other directors, pastors, principals and local leaders.
- Promote Annual building self-inspections.



Benta, Kevin
Director



Rooney, James
Assistant Director



French, Maureen
Secretary

Top Outcomes We Intend to Accomplish

2

A Conference-wide understanding that congregations that score high in building and facilities satisfaction over five years tend to increase their membership at twice the rate of congregations that score lower and are more likely to regularly invite the community to use their buildings and facilities more than those with low scores.

**80% of local churches complete yearly member facility satisfaction surveys and act upon findings.
100% of schools complete yearly student and parent facility satisfaction surveys and act upon findings.
100% of new church plants are housed in adequate facilities**

- Create surveys.
- Present at workers' meetings.
- Collaborate with other directors, pastors, principals, and local leaders.
- Attend regional ministerial meetings.

3

A conference-wide understating that a person's connection to a physical space and the feelings they experience therein can influence how they think, act or respond and that the built environment can help foster, complement and enhance a nurturing and caring community.

**80% of local churches evaluate their spaces yearly and implement low and no-cost solutions to foster community nurture and care.
All schools, camps, and Kingsway Pioneer Home evaluate their spaces yearly and implement low and no-cost solutions to foster community nurture and care.**

- Create articles, videos, seminars, and sermons.
- Create an evaluation tool.
- Present at workers' meetings.
- Collaborate with other departments, pastors, principals, and safety officers.
- Attend regional ministerial meetings.

4

A Conference-wide culture where congregations longingly serve their communities, seeing their church buildings and grounds as places for the community and not just for themselves.

60% of our church buildings and/or grounds utilized a minimum of two days per week to engage the community.

- Create articles, videos, seminars, and sermons.
- Presentations at workers' meetings.
- Collaborate with other departments, pastors, principals, and safety officers.
- Attend regional ministerial meetings.

Department of Public Affairs & Religious Liberty

Mission

To promote, proclaim and defend the God-given gift of religious freedom within the territory of the Ontario Conference which is integral to the prophetic role and witnessing efforts.

Audacious Goals

- To increase PARL leaders within the congregations to 70%.
 - To motivate, inspire, promote, encourage members to be religious liberty advocates.
 - To increase subscriptions of the *Liberty Magazine* by 60%.
-

Team



Reid, Anthony
Director



Pitt, Gillian
Secretary

Top Outcomes We Intend to Accomplish

1

Share PARL information and train 60% of pastors and Religious Liberty leaders using online and in person meetings.

- Host quarterly online Zoom spiritual empowerment, dialogue, and equipping gatherings of pastors and local leaders.
- Promote and facilitate PARL forum for new pastoral hires in collaboration with the office of the Ministerial Secretary.
- Source, write, and distribute PARL resources to leaders.

2

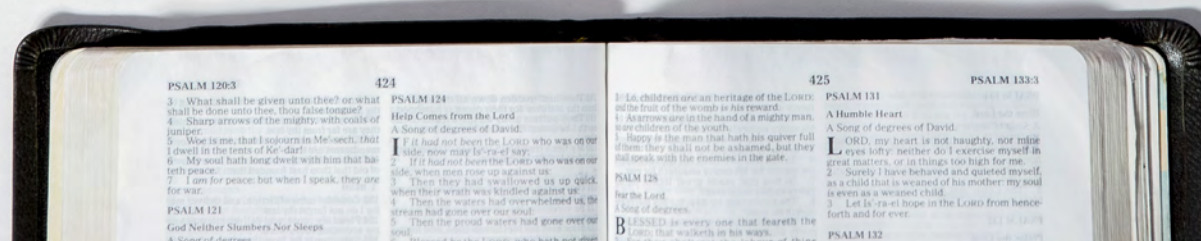
Promote Religious Liberty, as a fundamental right with particular emphasis on individual liberty of conscience.

- Encourage all churches to promote, plan, and implement Religious Liberty Campaign with 60% reporting compliance.
- Provide annual sermon resources for all churches.
- Hold two major PARL conventions every two years in major ministerial regions in collaboration with non-Adventist religious entities, and civic agencies.
- Host monthly or quarterly media discussions on Religious Liberty issues.

3

Encourage the creation of partnerships between local church leadership and civil authorities, with 50% of the congregations reporting such achievements.

- Distribute *Liberty* magazines to 60% of the congregations.
- Distribute *Liberty* magazines to civic and religious officials.
- Encourage 60% of the congregations celebrate Religious Liberty Sabbath.



Department of Risk Management

Mission

To assist in developing and deploying spiritual servants who share the gospel and shepherd the body of Christ safely.

Audacious Goals

The goals of the Risk Management department are to generate ideas, practices, and policies that protect our assets and limit uncertainties, potential dangers, and losses so as to promote the credibility of the Ontario Conference and maximize God's glory, protect the unity of the body of Christ, and advance the ministry and mission of all Ontario Conference entities.

Team



Benta, Kevin
Director



French, Maureen
Secretary

1

A Conference-wide culture where “Connecting Like Jesus” through a growing and fruitful personal walk with God includes managing risks at all levels of our constituency, embracing the long biblical tradition of safeguarding ministry.

80% of our local churches participate in five Safety Sabbaths (one per year per church). 100% of our schools participate in five School Safety Weeks (one per year per school)

- Preach sermons on Risk Management as a stewardship issue.
- Hold seminars at ministries conventions.
- Present at workers' meetings.
- Contribute articles to the OCN.
- Contribute videos and articles to the Ontario Conference virtual space.
- Collaborate with other departments, pastors, principals and safety officers.

Top Outcomes We Intend to Accomplish

2

A Conference-wide culture where “Connecting Like Jesus” through the utilization of spiritual gifts includes managing risks at all levels of our constituency, embracing the long biblical tradition of safeguarding people.

100% of our schools, camps and local churches have a safety officer.

- Create articles, videos, seminars, and sermons.
- Present at workers’ meetings.
- Collaborate with other departments, pastors, and principals.
- Attend regional ministerial meetings.

3

A Conference-wide culture where “Connecting Like Jesus” through sharing the gospel includes managing risks at all levels of our constituency, embracing the long biblical tradition of safeguarding the mission.

100% of our schools, camps, and local churches are conducting vulnerable sector checks.

- Create articles, videos, seminars, and sermons.
- Present at workers’ meetings.
- Collaborate with other departments, pastors, principals, and safety officers.
- Attend regional ministerial meetings.
- Educate on cyber threats.

4

A Conference-wide culture where “Connecting Like Jesus” through spiritual leadership and effective structures includes managing risks at all levels of our constituency, embracing the long biblical tradition of safeguarding the organized church.

80% of our entities complete five building/camp risk self-assessments to include cyber risks (one per year per entity).

- Collaborate with I.T.
- Collaborate with pastors, principals and safety officers.
- Collaborate with ARM.
- Attend regional ministerial meetings.
- Present at workers’ meetings.

A photograph of two men standing outdoors in a grassy area. The man on the left is wearing glasses and a blue button-down shirt, smiling as he looks at an open Bible held by the man on the right. The man on the right is wearing a white shirt and is looking intently at the Bible. The background shows trees and a bright, sunny day.

Department of Sabbath School & Personal Ministries

Mission

To facilitate hope and wholeness through loving relationships that will inspire, motivate, equip, and mobilize church members in reaching the community and the world with the distinctive, Christ-centered, Seventh-day Adventist message.

Audacious Goals

- Enhance holistic small groups in each congregation.
 - Increase Sabbath School attendance by 40%.
 - Revitalize evangelism aspects through Sabbath School in existing churches.
 - Establish Personal Ministries and Sabbath School Facilitators Federations in each ministerial region.
 - Promote and conduct regular in-person or virtual Bible studies in all churches.
 - Facilitate conference-wide ministries conventions.
-

Team



Nembhard, Joel
Director



Sewell, Millicent
Secretary

Top Outcomes We Intend to Accomplish

1

To have at least 50% of the church membership actively engaged in soul-winning endeavours for church growth.

- Promote and encourage discipleship making through Sabbath School lesson study, Bible class, coaching and mentorship.
- Conduct workshops/seminars which will aid members to discover and utilize their spiritual gifts.
- Organize regional Lay Evangelistic series across the Ontario Conference.

2

Increase Sabbath School involvement and member community outreach by 25% as a result of continuously implementing the Sabbath School “Holistic Small Groups Family Model.”

- Conduct training with the intent to develop Sabbath School Holistic Small Groups in each congregation.
- Host training sessions for small group leaders and facilitators.
- Hold regular meetings with the Sabbath School facilitators and teachers’ association.
- Workshops for deacons and deaconesses on the “real” work of the deaconate.

3

Develop and enhance church leaders spiritual gifts for ministry and mission through the Ontario Conference Ministries Convention.

- Hold regular meetings with planning committee to ensure all aspects of the convention are adequately addressed.
- Plan workshops and seminars across ministries.
- Collaborate with ADCOM and departments.

4

To have at least 75% of churches consistently submitting their Sabbath School and Personal Ministry quarterly reports to the department.

- Conduct seminars and workshops to highlight the importance of ministry leaders completing and submitting quarterly Sabbath School and Personal Ministries reports.
- Establish a grading system and provide incentives to churches that submit their reports on time.
- Place summary of reports in the OCN and *Ontario Highlights*.

Department of Stewardship

Mission

To educate, equip, empower, and inspire congregations within the Ontario Conference territory into a committed relationship with Christ; inviting them to give their best in funding and fulfilling the mission of hope and wholeness.

Audacious Goals

- To inspire the entire membership to be intentional about forming a meaningful relationship with God that expresses itself through faithfulness and generosity.
- To have at least 70% of our churches appoint Stewardship leaders who are actively promoting holistic stewardship practices, using the resources available.
- To have 70% of our pastors trained and actively empowering and mobilizing members in the practice of holistic stewardship by the end of March 2028.

Team



Reid, Anthony
Director



Pitt, Gillian
Secretary

1

Each year, by end of the first quarter, at least 50% of the local congregations will report on nurturing activities that encourage biblical spirituality.

- Create church reporting form to be submitted to the conference quarterly.
- Schedule quarterly conference Stewardship emphasis days and weekends for spiritual nurturing and social interaction, with 50% of active churches reporting.
- Facilitate hourly stewardship prayer gatherings via Zoom, for local church stewardship leaders, pastors, and members.
- Share offertory devotionals and other resources to local church and Stewardship leaders.
- Provide preaching and other relevant spiritual resources for worship, using media.
- Collaborate with ministerial regions to host quarterly Stewardship rallies.

Top Outcomes We Intend to Accomplish

2

Provide quarterly updates on money management, systematic giving resources, and data analysis on tithe and offering contributions for ministry and mission.

- Provide money management, systematic giving resources, and conduct data analysis of tithe and offering contributions, to build confidence and gain support for service (ministry) and sharing (mission).
- Provide soft and hard copies of offertory booklet.
- Provide biblical fundraising resources.
- In partnership with treasury, assess and analyze churches giving commitment and growth.
- Celebrate, biannually, churches implementing healthy stewardship practices.

3

Educate, equip, and mentor pastors, local leaders, and congregations on healthy stewardship principles.

- Conference-wide Stewardship leaders' empowerment seminars and training at Ontario Conference Ministries Convention.
- Stewardship training and certification for pastors.
- Virtual and in-person ministerial region training seminars for local churches.
- Stewardship Sabbath series on to inspire and equip.
- Provide gifts-based resources to educate and mentor leaders on a quarterly basis.
- Share Stewardship resources for children and youth leaders.

4

Collaborate with ministries and departments to inspire, motivate, educate members and implement stewardship responsibilities.

- Plan and coordinate with Ontario Conference departments to educate congregations on various ministry strategies and projects.
- Promote and provide ministry resources to congregations.

Department of Women's Ministry

Mission

To create connection, collaboration and communication with the female membership within the Ontario Conference. Women's Ministry wants to bridge the divide between the Conference, the local church and their respective communities.

Audacious Goals

To launch the initiative 'Your Conference Cares' where every project, resource or event launched by the Women's Ministry department will be specifically 'care driven.' It will be Christ-centered, emphasizing loving, healing and attending to the specific needs of the women in Ontario.

Team



Ferreira Lopez, Patricia
Director



Weidner, Ruth
Secretary



Top Outcomes We Intend to Accomplish

1

Reviving Care: 'LADY LAZARUS' SERIES – Evangelistic Series focused on women.

- Run three 'Lady Lazarus' workshops in three different regions of the Ontario Conference.
- End each series with a revival celebration coordinated with local Women's Ministry leaders.
- Create 'Lady Lazarus' sound bites to be used for social media and advertising.

2

Fostering Care: 'SALT SISTERS' INITIATIVE – building leadership, sisterhood, mentoring and addressing the needs of young women.

- Creating 'Salt Sisters' groups within churches and schools with monthly Salt Sister challenges or discussion questions and activities facilitated by mentoring older women.
- Young women will be partnered with 'virtual secret sisters' and encouraged to write and 'care' for one another in virtual incognito.
- Salt Soirée at the end of the year.

3

Maintaining Care: 'FINDING WHOLENESS' INITIATIVE – physical, mental health, family, marriage and divorce care.

- Align with Health Ministry to run events to promote healthy living, mind, body and spirit.
- Counseling initiative – working alongside Family and Men's Ministries.
- Subsidized counselling sessions provided for those who need mental health aid and financial support.
- Create a network of certified therapists and counselors beyond the GTA.
- Fundraising and marketing to grow the budget for this initiative.
- Home Care initiative – for extreme illness, death in the family, or mental health breakdown.

Department of Youth, Young Adults, ACF, Singles Ministries

Mission

The mission of the department of Youth, Adventist Christian Fellowship (ACF), and Singles Ministries is to be the leader in creating an environment where youth and young adults can encounter Christ with perseverance; be engaged to live for Christ with diligence, and where they can be empowered to serve Christ with relevance.

Audacious Goals

- To collaborate with various Conference departments to provide resources to distinctive, overlapping age groups.
- To develop additional ministries to intentionally focus on specific felt needs of younger generations.
- To create empowerment initiatives to support the holistic development of younger people.
- To streamline the communication platform to effectively promote and document all aspects of Youth Ministries.



Scott, John
Director



Hong, In Pyo
Associate Director



Columbie, Julie
Secretary

1

Collaborate with the Sabbath School, Stewardship, Women's and Men's Ministries departments

- Host youth and young adult Sabbath School teachers training.
- Host youth and young adult financial literacy summits.
- Host young women's programming and activities.
- Host young men's programming and activities.



Top Outcomes We Intend to Accomplish

2

Develop Collegiate Ministry
Establish Singles Ministries
Create a centre of Influence in Wawa, ON
Create a platform for young professionals in Young Adult Ministry

- Host a collegiate meet & greet convention.
- Host singles retreats, singles cafés, and singles relationship weekend.
- Create a centre of Influence team to develop a plan of action, host community surveys, host community family fun days, and worship services.
- Create young professionals network, host young professionals training weekends, and host young professionals retreats.

3

Provide guidance to teenagers to discover their gifts and career path
Showcase the musical talents of young people
Establish a sports ministry
Provide resources to ACF public campus students and leaders

- Host career fairs to provide guidance to teenagers.
- Host musical festivals to showcase musical talents of young people.
- Host sports rally weekends, sporting events, and sports banquet.
- Host annual ACF winter retreats, churches on campus, and leaders training sessions.
- Support North American Division ACF Institute; church emphasis services.

4

Streamline the communication for all Youth Ministry
Synchronize Social media platforms

- Recruit for Communications Ministry, host social media contests, post to social media, and finalize the Adventist Youth Ontario website.
- Host a social media seminar weekend.
- Purchase additional equipment to augment current outputs.

CONNECTING
LIKE
JESUS



We are encouraging each church member to get involved in the sharing of the gospel based on his or her God-given gifts.

Let's reap God's harvest one year at a time!

May God bless you!
MARANATHA

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