

Mission Statement History

History of the Development of our Mission Statement

Our call from God is the reason why we exist. It tells us what we are intended to do. The mission statement spells out the particular way we intend to fulfill our call, how we will go about making it happen. We have had a number of mission statements over our forty years of organizational life, and a review of them will help us define how we want to fulfill our call today.

It should be noted that from the very start the board had an expansive view of our mission, first evident when they discussed what the new organization should be called. At the first board meeting in 1972, the directors decided they should exclude the word 'stewardship' from the new organization's name because it would be too limiting. Although three of the five purposes they had for CCCC related to stewardship, they did not want to limit what CCCC could become.

The five purposes established in 1972 were to:

1. conduct Christian stewardship seminars across Canada for charities,
2. disseminate information relevant to our members,
3. act as a voice in Ottawa and the provincial capitals providing guidelines for formulating new legislation,
4. provide or act as a catalyst in providing courses for development of stewardship representatives at college or university levels, and
5. conduct local church seminars on Christian stewardship.

The fifth purpose seems never to have been acted upon. It implies an intention to conduct stewardship seminars for church members similar to what Christian Stewardship Services or Crown Financial Ministries do. Instead, our educational services have always been directed towards the staff and volunteers of Christian ministries, not their beneficiaries or members.

In 1979 CCCC applied for incorporation. The application says our objects are "to promote the Gospel of the Lord Jesus Christ, religious ideals consistent with the Old and New Testament, and the Christian principles of stewardship, and in particular, but without limiting the generality of the foregoing, for the attainment of such objects and incidental thereto:

1. to conduct seminars and conferences across Canada for the general purpose of educating and edifying personnel of charitable organizations, and in particular for the purpose of encouraging fair, honest, responsible, efficient and accurate stewardship services of such charitable organizations,
2. to disseminate information to charitable organizations relevant to their organization, operations and activities,
3. to encourage co-operation among charitable organizations and thus to avoid duplication of activities and expenses and to promote stewardship by such charitable organizations of their own resources,
4. to act as a liaison between charitable organizations, and various levels of government and the business community,
5. to provide and develop, and promote the provision and development of educational courses at the college and university level for stewardship personnel,
6. to provide and develop and promote the provision and development for churches and communities of, seminars on Christian stewardship,
7. to co-operate with other public and private organizations and agencies, departments of government and any other groups whether incorporated or not, which have objects similar in whole or in part to the objects of the Corporation,
8. to raise money through subscriptions, membership, donations, and the receipt and acquisition of gifts, donations, devises and bequests for carrying out the above objects,
9. to do all such things as are incidental or conducive to the attainment of the above objects.

The only real change these objects introduced was the third object, which introduced a peer-to-peer relationship between our members. Formerly the members each had a relationship with CCCC but not necessarily with each other. These objects moved CCCC in the direction of building a community of ministries.

A mission statement was approved for the first time in October 1987 which was

To encourage sound stewardship practices within Christian organizations by providing information services and resources to its membership and by doing so to increase the confidence of both the public and government in the activities of the member organizations, with a view to bringing glory to God.

This is the first time public confidence was mentioned as the goal of our work, perhaps because the Seal of Accountability was now a major focus for CCCC after being launched in 1983.

This statement was revised just two months later to read

To the glory of God, our mission is to encourage the Canadian Christian community to a biblical stewardship of all He has entrusted to us, by integrating practical concepts of administration, development and accountability with the spiritual concerns of ministry.

This statement removes the goal of public confidence and returns to the original focus of CCCC, stewardship. But stewardship was not limited to fundraising. By referring to administration and accountability as well as development, stewardship was being defined as stewardship of the ministry. Significantly, this mission statement also introduced the spiritual element as an explicit aspect of our work. The board intended that CCCC would not limit itself to the law and regulations, but would do theological work and show how to apply faith to ministry practice.

The following month (January 1988) it was revised again to read

To the glory of God, our mission is to encourage the Christian community to a biblical stewardship of all he has entrusted, by helping them integrate practical concepts of administration, finances and accountability with the spiritual concerns of ministry.

Interestingly, this removed the restriction of a ministry being Canadian. Perhaps the board had a vision that some of our services would have international application some day. The revised statement also removed the reference to 'us' and added the reference to helping other ministries. Based on the wording change, it appears someone must have thought the previous mission statement referred only to CCCC integrating practice with faith. Otherwise, the mission statement means the same thing as before.

On June 19, 1993, a suggestion was made that CCCC raise money and become a funding agency for R&D ministries, but the board decided CCCC was not founded for Relief and Development purposes. This is the first time the board made an explicit statement about services CCCC would not provide.

In September 1993 the mission statement was changed to read:

To the glory of God, our mission is to encourage the Canadian Christian community to a biblical stewardship of all He has entrusted to us by integrating practical aspects of administration, development and accountability with the spiritual concerns of ministry.

This is a reversion to the December 1987 mission statement, reinstating the Canadian limitation and the reference "to us" without mentioning 'helping.'

Community leadership was raised at the board retreat in 2001 when it was reported that "The staff desires to help the CCCC constituents reach their full ministry potential." The idea of integrating faith and practice was affirmed at this retreat as well. The board said CCCC should cultivate an enthusiasm for increasing the integration of the practical with evangelical spirituality.

The mission statement was changed in 2001 and considerably expanded with a very long preamble which read:

As a not-for-profit corporation serving the Christian community, CCCC seeks to assist Canadian Christian organizations and their supporters to become more informed. They are CCCC's "moral owners" and primary beneficiaries. CCCC staff and volunteers are expected both to serve and to lead in ways that bring greater relevance and quality to the stewardship, administration and financial accountability of the Canadian Christian community as well as its own programs. Thus, a mission statement follows, which is a central point of reference for everything CCCC does: To the glory of God, encourage the Canadian Christian community to a biblical stewardship of all He has entrusted to us by integrating the practical and spiritual aspects of ministry.

The board was in the process of adopting the Carver Policy Governance Model®, which explains the addition of a reference to our moral owners. It makes the assumption that the basic issue we are addressing is the need of ministry staff to be more informed. It carries forward the focus on stewardship (called development in the previous mission statement), administration and accountability, but adds the element of community leadership by CCCC, as well as CCCC serving as a model ministry. The actual mission statement is the same as before in its meaning, although it is shorter because some elements were moved to the preamble.

In September 2003, an End statement was approved but the wording was not included in the minutes and no other reference to it has been found. A revised mission statement was also approved:

As a not-for-profit corporation...[old wording continues here]...relevance and quality to biblical stewardship. This includes the management of personal and corporate time, treasure and talent, organizational administration, and financial accountability in the Canadian Christian community. CCCC will model this in its own programs. The Mission Statement follows, which is a central point of reference for everything CCCC does.

This statement added the word 'biblical' so that it was clear that we promote Christian and not secular stewardship. The formerly very long first sentence was broken into two sentences so that administration and accountability became components of stewardship rather than treating them on par with stewardship. The stewardship CCCC promotes was further defined as applying both corporately and personally to our members as well as including time, treasure and talent. The modeling aspect, implied in the previous version, was made explicit in this version. In essence, this statement marked a return to the primacy of stewardship as our core focus. Stewardship is the organizing principle under which all of our programs and services would be justified. It ensured a heavily theological orientation to our work.

By 2005 the mission statement had been revised again, this time to read:

As a not-for-profit corporation serving the Christian community, CCCC seeks to assist Canadian Christian organizations and their supporters to be current in their understanding of the legal requirements in Canada and to be well informed about the best practices in governance, administration, and fundraising. CCCC's "moral owners" and primary beneficiaries are its constituent members. CCCC staff and volunteers are expected both to serve and to lead in ways that bring greater relevance and quality to the stewardship, administration and financial accountability of the Canadian Christian community as well as its own programs. The mission statement follows, which is a central point of reference for everything CCCC does: The mission of the Canadian Council of Christian Charities is excellence in biblical stewardship.

This new statement adds the element of keeping our members current regarding legal requirements, and adds the first reference to governance as a topic that we inform our members about. Moral ownership is further restricted, dropping the reference to supporters of Christian ministries and limits moral ownership to only our member ministries. The actual mission statement was changed from encouraging "the Canadian Christian community to a biblical stewardship of all He has entrusted to us by integrating the practical and spiritual aspects of ministry" to the much simpler phrase "excellence in biblical stewardship," the assumption being that stewardship has been adequately defined in the preamble.

In June 2005 the present End statement with four sub-ends was adopted:

As a result of CCCC ministry, Canadian Christian charities will be worthy of the public's respect and trust.

- Canadian Christian charities will demonstrate integrity and transparency.
- Canadian Christian charities will be seen as leaders.
- Canadian Christian charities will be accountable to an appropriate standard setting body.
- Canadian Christian charities operate in an environment that facilitates their effective functioning.

This statement reflected a complete shift in the focus of CCCC, from stewardship to accountability, but it was a shift that had already taken place in practice. The End Statement and three of the four sub-ends are based on the standards program. It also reintroduced the idea, first introduced and then rejected by the board in a two-month window in 1987, that our ultimate goal is for Christian ministries to have the public's respect and trust. If this is the way we go, an excellent supporting verse is 2 Corinthians 8:21 "For we are taking pains to do what is right, not only in the eyes of the Lord but also in the eyes of man." However, the proposed strategic statements take us in a different direction, the mission of the church.

The positioning statement given by the CEO in 2005 was: CCCC equips and supports everything that wraps around the ministry component of a Christian organization. This was not intended to be a mission statement but a quick 'elevator' description of what we do. It said that we do not involve ourselves with core ministry but with the support functions that enable core ministry to take place. Core ministry is the purview of EFC and the many specialized associations such as CCI, CrossGlobal Link and CHEC.

As staff worked with the new End Statement they found it wanting in terms of CCCC's actual work. In June 2007 the board approved a staff-proposed mission statement to complement the End statements. It read:

CCCC works with and for Christian churches and charities to advance the Kingdom of God by enhancing their organizational capacity.

This statement reintroduced the theological purpose of our work (formerly expressed as 'to the glory of God' and in our corporate objects as 'to promote the Gospel of the Lord Jesus Christ') and replaced the former detailed description that referred to governance, administration and fundraising with the simpler but more expansive phrase "organizational capacity." This statement would provide much room for growth and encompassed all our services without singling out any particular one.

Staff subsequently redeveloped the mission statement and it has been incorporated into the annual action plans and strategic plan that have been approved by the board since 2007. The current mission statement is:

We make it easier for Christian ministries to focus on their missions by providing specialized help for their support and leadership functions.

Biblical Examples of our Mission

The Bible provides a number of examples that relate to our work.

Aaron and Hur provide a good example of a support ministry. They didn't fight the battle, but they supported the leader, Moses, by doing what was needed to help him with his task. We at CCCC provide support to ministry leaders in a similar fashion. We provide them with the knowledge and some of the tools to do their work.

The Levites enabled the Aaronic priests to do their work by relieving them of the non-core work that others could do. CCCC could be like that, performing back-office work that would allow ministries to devote their infrastructure to program rather than administration. We see this kind of support in the New Testament as well. Luke 8:1-3 tells of a group of women who travelled with Jesus and his disciples and who supported the men out of their own means. Jesus' ministry was made possible because someone was helping him financially and, presumably, with cooking and other chores. Their help meant that Jesus could devote himself to what God had sent him to do. CCCC likewise helps ministries devote themselves to their core missions by helping with non-core responsibilities and issues (but not funding).

The prophets spoke correction and counsel to the community's leaders, its kings and priests, on behalf of the Lord God. They were from within the community but were independent of its hierarchy, giving them a unique role in helping the community stay within the boundaries of the covenants God had given them. CCCC fulfills this role when it provides advice or correction.

Our ministry is not patterned after any specific example in Scripture, but it can be noted that CCCC has a prophetic role (speaking to the community), an enabling role (providing not-for-profit services), and a service role (advocacy on their behalf).

The Current Survey of Corporate Members, Directors and Staff

The survey asked for a proposed mission statement and for any boundaries to our work that people thought God might have set.

Nine people provided a proposed mission statement. They were composed as follows:

- Four focused on the need for Christian ministries to demonstrate excellence and/or integrity

- Eg. “CCCC exists to create and maintain a system of excellence and integrity among all Christian ministries in Canada”
- Three focused on naming the categories of services provided by CCCC.
 - Eg. “...to develop their governance, leadership and administrative arms”
- Two referred to our advocacy role
- Two referred to the ultimate goal of advancing the kingdom of God
- Two referred to meeting standards
 - Eg. “...to embrace the highest standards of ethics” and “...high standards of accountability”
- One referred to building community
- One was about CCCC being competent
- One did not refer to Christian ministry at all, but only to serving “not-for-profits.”
- One recommended that the mission statement reflect a commitment to being a support ministry (rather than a front line ministry)

In the question about boundaries and God’s intentions for CCCC, people said that:

- Our boundary is not to do the work that we expect our members to do. Thus we should not have evangelism or compassion ministry programs.
- We interpret the best the world has to offer in terms of operating organizations in light of our faith and help our members see how what can be imported, what must be adapted and what is not appropriate for a Christian ministry. We encourage them to allow the Spirit of Christ to permeate every aspect of their ministry.
- Our core work is to ensure that Christian ministries are the best that God intended them to be. We want them to concentrate on their calling.
- We protect charities by helping them comply with the law and be accountable and defending them when the law is unfairly applied.
- We help them operate above reproach, inspiring excellence.
- We create opportunities for networking and collaboration.
- Fundamentally, we enable Christian ministries to do their work by providing various support systems.

Mission Statement

Our mission statement needs to be related to the call as we have defined it. The draft version of our call is *We are called to support the work of the whole church by helping ministries care for the welfare of their workers and helping them operate above reproach in a manner worthy of the call they have received, pleasing the Lord Jesus Christ in every way.*

Drawing together all this research, here are some possible elements of a mission statement:

- expansive, in line with our founding board’s vision
- reference accomplishing the church’s mission in some way
- make explicit that the way we do our work integrates our faith with our practice
- could refer to community leadership to help ministries steward their ministries to be all that God intends them to be
- could refer to a prophetic role, an enabling role, and a service role, but this might be too detailed

Once we understand our mission, we actually have a fairly high degree of freedom in how we execute it. After anointing Saul king, Samuel told him, “Do whatever your hand finds to do, for God is with you” (1 Sam 10:7b).

When drafting a mission statement, we need to keep in mind that it encompasses only the highest level of our strategy for fulfilling our call.

A draft proposal is:

We are privileged to develop Christian ministries into strong, healthy organizations that serve Jesus Christ with Christ-like integrity.