



MB Mission & C2C Merger Q/A (May 26, 2017)

The CCMBC Executive Board is excited about the proposed C2C and MB Mission merger. Here is an update on our discernment process.

In January 2017, the CCMBC Executive Board unanimously passed a motion **“that MB Mission assume responsibility for the mission and ministry of C2C network”** that was later also unanimously approved by the MB Mission board on Feb. 28, 2017. We will bring this motion to a vote by the delegates on Nov. 1, 2017 at a Special General Meeting prior to November’s Equip Study Conference. This will allow the members of our Canadian MB conference to make the final decision.

After further discussions at provincial conferences and throughout the broader community, a number of great questions have emerged which we’ve tried to answer

below. With extensive input from the C2C Task Force, we continue to clarify how the proposed merger will affect areas such as governance, finances and culture. While we are committed to this vision, we also hold an open hand, inviting our Canadian MB family to further discern with us how we should proceed. We hope this Q/A will assist the ongoing discussion and clarifications in the months ahead through to November.

Is this a merger? While we continue to use the term merger for the C2C Network potentially joining MB Mission, we could also call it “grafting.” When a branch is grafted into a tree, the graft maintains its uniqueness, but is entirely dependent on the tree for life. For example, if a pear branch is successfully grafted into an apple tree, it will get its life from the apple tree but that branch will produce pears. In the same way, we see C2C maintaining its distinctiveness while being grafted into MB Mission.

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Why should C2C and MB Mission merge?

The world of mission is changing. Some of the least-reached peoples of the world are moving to new opportunities and refuge in the West, turning our neighbourhoods into mission fields as never before. The church of the Global South is emerging as a growing mission force and looking for new strategies and partners to reach their cities. Mission is now “from everywhere to everywhere.” At the same time, the false dichotomy between the work of “the church” and “missions” is being replaced by a growing interest and understanding that God is on a mission, and his missionary is the church.

Jesus gave us a community filled with his Spirit and the invitation to participate in His mission in the world.

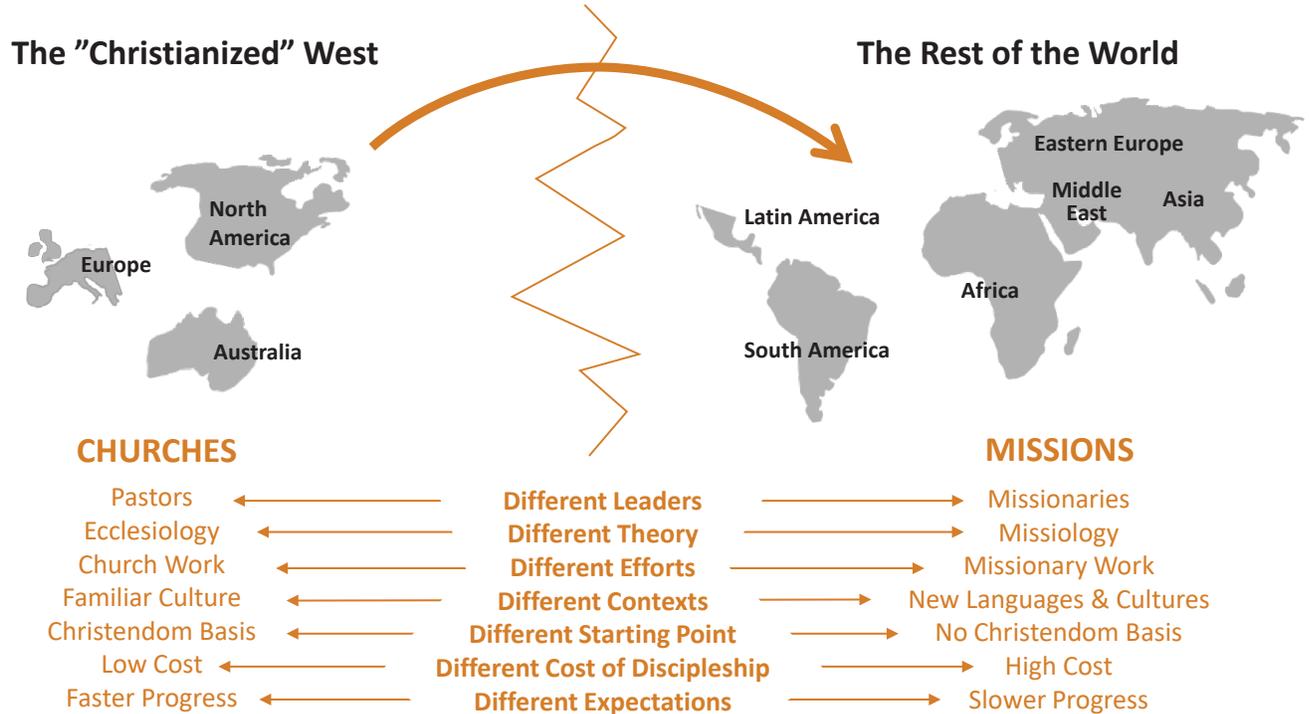
Therefore
GO and
 make disciples
 of
all nations

The Great Commission
 Matthew 28:18-20



God has a mission and the church is the missionary.

Over hundreds of years, God's mission became divided into church work and missionary work.



And Christian organizations have grown to reflect this division.

The proposed C2C and MB Mission merger is focused on bringing the knowledge and strategy of local and global mission closer together as well as bringing MB Mission closer into provincial, district and national MB conference structures. The best of C2C's church planter support systems along with MB Mission's contextual and holistic mission strategies will bless mission at local, national and global levels. The strengths of both denominational families and broader mission networks would be expressed in this vision.

We, the Executive Board of the Canadian conference, together with the leadership board of MB Mission and the US MB Conference, sense this is God's invitation to us to take the next step in mission together.

What assumptions is the Executive Board making about the merger?

- We would formally clarify accountability with updated memoranda of understanding (MoUs) between the organizations involved.
- We will keep the long-term goals and objectives of MB Mission and C2C while holding on to CCMBC's vision, mission and values.
- This merger will enhance CCMBC's central ministry focus of "helping multiply leaders and disciple-making churches."

Governance

To whom would this new entity be accountable and what measures would be put in place to ensure that happens?

- Updated MoUs between MB Mission and the Canadian and US MB conferences would reflect new authority, limitations to authority, responsibilities, expectations and accountability for MB

Mission's expanded mandate.

- MB Mission, owned by both the Canadian and US MB national conferences, is accountable to the MB family through its board.
- The merged entity would be more closely linked to national and provincial boards. A non-voting MB Mission/C2C staff representative would be appointed to the board.
- A representative from the MB Mission board would be assigned to CCMBC and vice versa to ensure communication and ministry alignment.
- Better and increased reporting at provincial, district and national gatherings.

Who is responsible for the transition to a merged entity?

- The MB Mission board would be the body that prayerfully approves and oversees the integration of C2C and MB Mission into one organization.

Who is on the MB Mission board?

- The MB Mission board is currently comprised of [12 members](#): four from Canada, four from the US, processed/confirmed through the respective national conventions. Those elected appoint a further four members-at-large. All board members serve for a four-year period, for a maximum of two terms.
- The MB Mission board includes the executive directors of both conferences.
- Embedded within the board is a Finance and Audit Committee that oversees the finances of MB Mission. This team would also oversee the C2C's finances.

How would the organizational chart for the merged entity look?

- MB Mission staff report to MB Mission director of operations Doug Penner. C2C staff report to C2C executive director Gord Fleming. Both directors report to MB Mission general director Randy Friesen, meeting frequently for mutual support, reporting, accountability and synergy.
- The three directors would attend all MB Mission board meetings.

How would this new entity relate with the national conference, provincial conferences and local churches?

- A core value of this new entity would be to work closely with the national conferences, the provincial and district conferences, and the local churches. Currently, the executive director of each national convention attends the MB Mission board meetings.
- We recommend that a team of provincial MB staff, MB Mission staff and C2C staff be assigned in each region to ensure that MB church planting and multiplication is strategically accomplished. This is already the case in BC.
- C2C's regional leadership teams/representatives would continue to give oversight to church planting in every province in various forms. The conference minister and an appointee from the provincial MB board sit on the regional leadership team for church planting.
- Staff from MB Mission (the merged ministry) would sit on the provincial and district boards for greater collaboration and missional synergy. We want to see closer relationships and involvement in provincial and district gatherings to report, celebrate and engage with our church family.

MB Mission and C2C are excited to engage with local churches in new ways. The comments above reflect some of the ways this could be structured. We will be establishing MoUs with provincial leaders that will clarify relationships between the provinces and CCMBC. It is our goal to see every church in our family maximize Kingdom impact as we reach people for Christ. To that end, we would want the merged ministry to make their services available to the local church to assist and encourage their vision to introduce people to Jesus locally, nationally and globally.

Financial

How have you assessed the financial sustainability of the merged entity?

- The MB Mission Board tasked Doug Penner - Director of Operations, to review the financial statements of C2C to fully understand the exposure to MB Mission and report back to the MB Mission Board. CCMBC CFO Jim Davidson, CCMBC director of operations JP Hayashida and CCMBC controller Bertha Dyck assisted in retrieving necessary data for Selwyn and his team.
- MB Mission would continue to operate in its current financial and funding model. C2C Network has been developing its donor base since inception, and now fundraises salaries and the bulk of its budget.
- It is our desire to continue to see MB church plants supported by our MB family through national, provincial, and district financial support. For example, in Canada, the collective church planting MB contribution from provinces and national (regional fundraising) totalled \$1,355,783 in 2016. We recommend that this financial support would continue to flow to MB church planting initiatives. C2C budgeted expenses in 2017 for direct costs to MB church planting is \$1,571,000. C2C Network salaries, travel, expenses, etc., are over and above this cost. C2C would be committed to make up this shortfall by fundraising the difference. We also recommend that MB church planting be funded by the MB family, and that financial support come from CCMBC to MB church plants in the following ways:
 - o Provincial conferences continue to send church planting support to CCMBC according to budgets approved by the provincial conferences.
 - o CCMBC continues to support and supplement MB church planting.
 - o CCMBC continues to send a monthly subsidy to MB church plants.
- Based on this broad outline, we believe the merged entity would be financially sustainable.

What would fundraising look like in the merged entity?

- MB Mission would continue to operate as it does. C2C network would fundraise salaries, as MB Mission does, and would encourage church planters to fundraise a portion of the cost of the church plant. Church plants are encouraged to contribute back to the ministry the funds that are advanced for the plant, which will be used for future church planting.
- Within the MB Mission financial structure, a percentage of fundraised money is allocated to cover administrative costs of the ministry. C2C would be required to pay an administrative fee to MB Mission to assist in its portion of the cost. This would be built into the 2018 budget for C2C.
- The C2C Network has created a budget that takes into account these changes with the assistance of MB Mission and the C2C leadership team. C2C is committed to achieving these financial fundraising objectives.

Culture

How would the merger affect the current ethos of each organization?

- MB Mission staff and C2C staff spent many hours as teams, sharing cultures, priorities and practices. Here is a list of examples of places where they discovered synergy:
 - o Jesus is first. Worshipping him is central and the main focus. MB Mission and C2C are all about the message of the cross (Gospel Centred).
 - o Prayer. Both ministries are totally dependent on the power of prayer.
 - o Grace. Both ministries operate in a posture of centred set with those who differ from them. They operate in the centre of theological issues and stay clear of “ditches” for the sake of mission.
 - o God’s Word is final and infallible. Both ministry teams read and journal the same

Scripture passages each day.

- o Holy Spirit. Both ministries agree that the Holy Spirit is paramount in accomplishing the work the Lord has laid before them (Spirit Led).
- o Interdenominational partnerships. C2C works with 25+ denominations; MB Mission works interdenominationally and with other agencies and networks and international local churches.
- o The lost. Both ministries agreed that they are focused on those who don't know Jesus, on hearing the good news and on becoming disciples of Jesus (Mission Focused).
- o Randy Friesen and Gord Fleming met with consultant John Radford to audit the two organizations. In frank and candid conversations, they aired alignments and gaps. They made a strong commitment with accountability partners to be humble about staying transparent and united.

Would the C2C Network still use its name?

- C2C would continue to use its name while operating under the umbrella of MB Mission.

What would the merged entity look like in terms of theological consistency, given the strong interdenominational makeup of the one and the more denominational makeup of the other?

- All C2C staff are credentialed with the MB family. The MB statement of faith is embedded in the C2C website declaring the C2C Network's theological underpinnings. All church plants within C2C are interviewed and credentialed within their respective denomination, including all MB church plants in Canada. C2C Network does not vet theology, but operates within the MB statement of faith.
- The accountability for an MB plant within the C2C Network is different than the accountability of church plants from other denominations, as they are the body that funds the plant and supervises the church planter.

Process

What steps did the Task Force take in reaching the conclusion that merger is the best way forward?

- The Task Force started by setting the idea of a merger aside and looking at the C2C Network's current governance and financial reporting model to find the best governance model for overall mission. The Task Force concluded that the current structure was not best for ministry, and from there, moved to a variety of options for C2C.
- Through meeting and consultation, the Task Force came up with five options for the C2C Network.
- The Task Force concluded that the third option posed the best answer to the questions, challenges and opportunities, and provided the lesser level of change than the other options.

The alternatives vary on a spectrum of change and proximity of C2C to the MB church:

Less Change

More Change

1. Status Quo

C2C and MB Mission continue to operate independently with C2C under the CCMBC Executive Board

PROS

- MBM stays focused on international mission
- Church planting as key priority for CCMBC

CONS

- Accountability weak – CCMBC board agenda overload
- Lengthy decision making timeline
- Complications of 25+ partnering denominations

2. C2C Board

CCMBC establishes an independent board elected by delegates to give oversight to C2C

PROS

- C2C would get more focused oversight
- Direct reporting to convention
- C2C and MBM mandates remain clear and separate
- Church planting remains key priority for CCMBC

CONS

- Complicates C2C work in the US if only a CDN national board
- Loss of synergies, increased competition

3. Merge C2C and MB Mission

MB Mission and C2C merge into a single missions agency

PROS

- Synergy of Church and mission together
- Vision – Mission Local, National, Global
- MBM/C2C direct reporting to convention
- C2C stays fully connected to MB family
- ICOMB partners have access to C2C church planting expertise

CONS

- Potential overload to MBM board agenda
- Potential loss of focus on international mission

4. Operate C2C and MB Mission in Parallel

Set up a new society for C2C owned by both MB conferences

PROS

- C2C accountable directly to a board
- Model in MBM to follow
- Direct convention reporting
- Church planting remains key priority for CCMBC

CONS

- Adds layers to CCMBC structures
- Duplication in C2C and MBM staff and services
- Complications of 25+ partnering denominations

5. C2C as Separate Interdenominational Society

C2C society established with MB participation on an interdenominational board

PROS

- C2C accountable directly to interdenominational board
- MBs can still participate
- Removes mission agency competition with CCMBC

CONS

- CCMBC gives up ownership of C2C
- Church planting not as prominent in constituency
- No synergy benefits
- As parachurch agency further removed from local MB churches

What third party input was enlisted to assist us?

- When C2C and MB Mission met to discover “gaps” between the agencies, Randy Friesen recruited Trevor Garrett, an organization merger consultant with Deloitte, to facilitate the gap exercises and prepare a report on findings.
- Consultant [John Radford \(Transpectives\)](#) also had several meetings with participants including Gord Fleming and Randy Friesen both alone and together.
- The MB Mission board met with Randy and Gord on several occasions to understand the options, risks and opportunities. The finance and audit team worked alongside Selwyn Uittenbosch to understand the financial assets and liabilities of the merger.
- Further to this, we have solicited input and feedback from many sources over the course of two years. A copy of the dates, meetings, participants and outcomes is available upon request.
 - o This includes Q&A with provincial boards, national boards and provincial conventions (the past two years).
 - o Two CCMBC AGM meetings, the broader MB Mission family, the broader C2C staff, ICOMB and others.
- ICOMB executive director David Wiebe confirmed the Task Force recommendation stating,

“ICOMB sees the potential of bringing C2C and MB Mission together from a global perspective. The long-term cross-cultural experience and expertise of MB Mission will inform C2C’s North American efforts to reach cross culturally to the many immigrant groups. At the same time, C2C’s church planting experience and commitment to intensive, historical-performance based assessments of church planters can enhance the discernment and mobilization on the MB Mission side. Together, we see benefits in viewing mission holistically from local, national and global perspectives.”

Where can I get more information?

- A conference call for the C2C/MB Mission merger will take place on Friday, June 16th at 9:30 PDT. Callers can dial in to a toll free line (Canada/USA) 1-800-319-4610.
Callers should dial in 5-10 minutes prior to the scheduled start time and simply ask to join you call. Click [here](#) for more details.
- We will have another communication update regarding more of CCMBC's progress on various ministry areas (including this merger discussion) around the end of June.
- We welcome one-on-one conversations and questions as well.

Summary

Over the past two years, many boards, conference leaders, convention delegates, and staff have contributed to the emerging consensus that one mission – local, national and global – is God's best for us as we seek to live on mission with Jesus and the Great Commission we have been given (Matt 28). We believe this vision is best reached through the coming together of MB Mission and the C2C Network in vital relationship with churches and structures that are local, provincial/district, national and global. We invite you to pray and to continue to engage in this discernment process with us we anticipate the vote on Nov. 1, 2017.

CCMBC Executive Board

Bruce Enns (SK), CCMBC Moderator
Michael Dick (BC), CCMBC Assistant Moderator
Marilyn Hiebert (BC), Secretary
David MacLean (BC), Member-at-Large
Howie Wall (SK), Member-at-Large
Karen Grace-Pankratz (MB), Member-at-Large
Matt Ewert, British Columbia Interim Moderator
Matt Dyck, Alberta Moderator
Tony Martens, Saskatchewan Moderator
Ruth Schellenberg, Manitoba Moderator
Karen West, Ontario Representative
Zacharie Leclair, Quebec Representative
Paul Lam, BFL Representative
David Miller, BFL Representative

We believe the merger of MB Mission and the C2C Network into a single missions agency would better position us for mission.



Brings:

- Church-planting expertise and systems
- Interdenominational Partnerships



Brings:

- Stability of a family
- Worldwide access
- Missionary tools and a approaches now needed in Canada and the U.S.

We propose the merger of MB Mission and the C2C Network.



One Mission