The United Church of Canada/ L'Église Unie du Canada Strategic Plan 2023—2025

2025 Operational Plan Report Quarter 3 October 2025





2025 Operational Plan Report: Quarter 3

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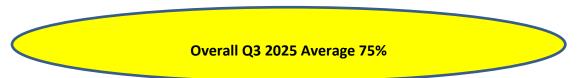
Legend:

Excellent	Good	Fair	Delayed	Awaiting Activation
Progress on the overall objective or activity is moving along well. Key results per quarter are being met.	Progress on the overall objective or activity continues but not exactly at the rate or in the sequence anticipated.	More significant issues have surfaced related to the overall objective or activity and they are being actively managed towards continued progress.	Something significant has delayed this activity and we are giving attention to discerning the way forward or getting it back on track.	This activity was not planned to begin until a later quarter.
80-100%	60-79%	50-59%	Under 50%	

Bold is for priority activities

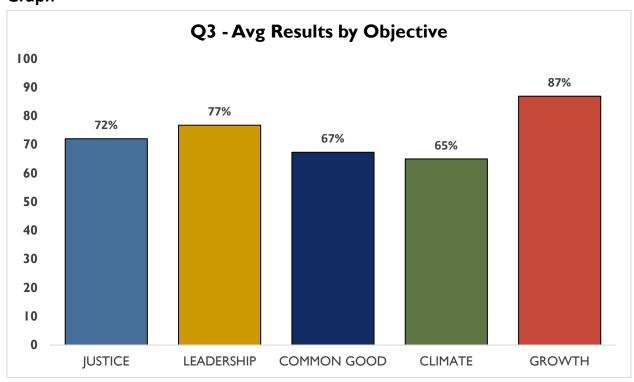
Overall Results:

Chart



Strategic Objective	Progress on Key Results
Strengthen Invitation	87%
Embolden Justice	72%
Nurture the Common Good	67%
Invigorate Leadership	77%
Deepen Climate Integrity	65%
Journeying Indigenous Pathways	Fair

Graph



Narrative Summary

Quarter 3 (Q3), July, August and September, was a challenging period for regular programming with both the General Council 45 (GC45) in-person meeting in Calgary and vacation periods. However, some key pieces of work in Leadership, such as First Third Leadership Development and Equity Training in Governance, had their high point at General Council. The opportunity to have a delegation of migrant church plant leads present at GC45 reflected a significant accomplishment of this overall plan: the creation of emerging communities of faith within the broader Growth Initiative. Growth, the newest and highest priority of this 2026-2028 plan, reflects strong progress in Q3 on key results at 87% completion. Within this overall context, most initiatives continue to move forward solidly in Q3, reporting overall progress on planned key results at 75%, on par with the last quarter.

As in Quarter 2, we continue the trajectory of large organizational development projects wrapping up, particularly in the area of Common Good; this will allow us to conclude this objective at the end of this year. The direction of *Toward 2035* for the 2026-2028 plan anticipates the focusing of strategic objectives to four from the current six to: Strengthen Invitation (Growth); Embolden Justice (including Climate Justice); Invigorate Leadership; and Journeying Indigenous Pathways. Work is being done to sharpen both the direction and the objectives, strengthening the use of metrics for the work ahead. In order to have a strong evaluation of the 2023-2025 plan and detailed plan fully aligned to the overall direction, a transition period is being anticipated for January 1-June 30, 2026. This also allows time for stronger collaboration with regions as we build a whole church strategy.

Good News from Growth Animators

One community of faith offered a weekend-long event focused on sharing the gospel within its community, with folks trained around invitation in advance.

A community of faith began offering ASL classes with a large registration!

More than 300 people attended a bazaar run by two emerging communities of faith, that also featured talks on a mix of Christian life and creativity.

One church in Southern Alberta is feeling much clearer about how they plan to communicate their identity. Coming together to listen to the Spirit together in writing a new vision statement has them feeling much more confident and energized.

After an Invitation workshop in British Columbia a couple of laypeople named how helpful it was to have some simple language to use in sharing their faith.

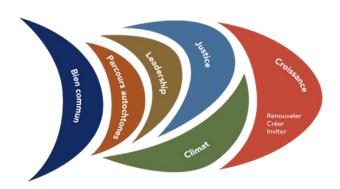
Successful fundraising in Newfoundland has brought a CoF one step closer to being able to install an elevator, making it the only physically accessible building in their community.

One community of faith is offering "Walking Church" along a local trail, and inviting others.

Strategic Objectives

The strategic objectives—Justice, Leadership, Common Good, Climate, and Indigenous Pathways—show strong intersections among them, and collectively contribute to the overarching strategic priority on Growth. The following section identifies each objective and offers a narrative and numerical summary of overall progress, as well as giving more detailed information as to how each activity in this objective has fared in this quarter. Please note that the numbers reflect progress not to the ultimate three-year goal, but to the planned key results for this quarter. For a further description of an activity, and/or the relevant key results, please contact planning@united-church.ca





Strengthen Invitation: Humility and Confidence in Sharing Faith

87%

Objective: Develop and implement effective and connected regional and national strategies that result in growth within existing ministries, and by seeding and sustaining new expressions of communities of faith.

Accomplishments

Renew: Growth Animators engaged with 222 ministry personnel and 138 communities of faith (CoFs). 112 communities of faith are participating in the 100 Tables Project and 149 communities of faith have articulated invitation plans. 3 Blogs were published on Rural Ministry and 5 sites of rural ministry have received investment to support experimentation.

Create: 10 migrant church plant leads attended GC45. This was both a galvanizing experience for their sense of connection to the United Church but they also had a significant impact on their table groups and in learning labs; one shared significantly in the plenary presentation on *Toward 2035*. Emmanuel Iranian Ministries, an affirming Farsi speaking network of communities, began connecting with the United Church. The Indigenous-Racialized Youth Retreat was held and the Young Scholars program participants completed their research. 4 possibilities for new campus ministries have been identified where discernment is underway with Regions, Communities of Faith, or other Campus Ministries.

Invite: 70 Social Media Stories and 21 Traditional Media Stories have come from the 100 Tables Project for an overall media impression count of 1.9 million.

Challenges

Renew continues to be the main priority outside of the migrant and diasporic space. While some sites for new "create" projects--in spaces not connected to migrant and diaspora communities--are being identified – the move towards readiness of such projects and the relationships required for shared support develop on different timelines than our current budgeting. This makes understanding how to invest in and fund this work challenging.

A lively learning lab at GC45 on evangelism drew a great crowd highlighted the increasing enthusiasm for sharing faith among many in the United Church. We are learning that as conversations and support around sharing faith happens, United Church people are excited to engage. How to spark more such conversations at a scale to change a tongue-tied culture will continue to be an ongoing discussion.

Planning for the future is highlighting the reality to work on a coordinated strategy around support for Communities of Faith in the diverse yet interconnected streams lifted up in *Toward 2035*.

Looking Forward

Self Guided downloadable resources for communities of faith to develop their invitation practices are scheduled for release in Q4. 19 Communities of faith have received targeted investments to work on a particular aspect of invitation, with work to begin in Q4. A road trip of Regional staff, National staff and serving Ministry personnel to offer support to lay lead congregations in Northern Ontario as been prepared for the fall.

Accountable: Rev. Cameron Fraser

Multi-Year Initiative	Activity Name	Progress on Key Results
RENEW: Strengthen the capacities of existing communities of faith	Tools and Accompaniment for CoFs	83
	Stewardship for CoFs	90
Shift: Increased ability to welcome,	Moderator's Initiative: Church Workshops	100
attract, retain, transform and send people into the world.	Renewing Francophone Communities	100
	Supporting Renewal in Rural Ministries	70
CREATE: Gathering learning from our own experience and that of denominations and global partners, create 100 new communities of faith. Shift: Towards vibrant diversity, and intercultural community, transformative in the world.	Regional/Identity Communities	75
	Migrant/Diasporic Communities of Faith	100
	New Francophone Communities	100
INVITE: Galvanize common identity and purpose and communicate effectively to the public about the spiritual home or pathways to home in the church. Shift: Towards greater internal connectedness; stronger external outreach.	Engage with Call and Vision	100
	Outreach: Communication Strategy	80
	Francophone Outreach	65
	Centennial Commemoration	80

Good News Story

Of the 7 Communities of Faith in Western Canada who did Stewardship Best Practices & Set Up Your Giving Program in 2023 & Spring 2024 they have seen a collective increase in Mission and Service giving of 44% or \$27,432 over 2023 giving. This work takes time, but it consistently shows results.

72%

Embolden Justice: Collaborating to Mend Church and World

Objective: Make meaningful collective progress on Indigenous justice, racial equity, and Two Spirit or LGBTQIA+ rights both in the church and world, while demonstrably deepening bold effective solidarity on other justice issues, through ecumenical collaboration and denominational networking

Accomplishments

Interconnected work on anti-racism and migrant justice has created visible synergies, such as United Church engagement with advocacy networks (e.g., Migrant Rights Network, National Right to Housing Network). This strengthen capacity both for direct church advocacy and partnership approaches on related justice issues.

Education and resource development, particularly on CHURCHx and through the "40 Days of Engagement" program, are cultivating new networks of leaders and equipping communities for ongoing anti-racism action. Evaluation data indicates strong participant engagement and practical application of learnings.

LGBTQIA+ refugee sponsorships have broadened in geographical diversity (rural/urban) and depth of engagement, shown by a documented increase (nearly 30%) in inquiries following focused outreach at GC45, and successful partnerships across multiple regions and intersectional community organizations. The expanded newsletter demonstrates heightened communication and engagement.

Ecumenical and global partnerships are contributing to a broader impact: cross-partner learning labs (e.g., mutual radical accompaniment) generated deep reflection and dialogue on decolonizing practices, leading to measurable shifts in awareness and practice for systemic justice. The planning of events such as the 10th anniversary of full communion with UCC-USA demonstrate that single activities can reinforce strategy across worship, learning, and advocacy areas.

Emergency responses and resource-sharing for global partners (e.g., in Cuba, Jordan, and Kenya) are meeting targets and generating streamlined, documented reporting and enhanced follow-up, reflecting improved organizational learning and responsiveness.

Challenges

Ambitious goals in areas like anti-racism advocacy and communications exposed capacity and resource constraints, which subsequently led to adjustments being made to some of the key results. The initiative to form advocacy networks and engage champions encountered obstacles related to scheduling and inconsistent buy-in, prompting a shift toward a more flexible community of practice model that emphasizes networked solidarity rather than top-down leadership approaches.

The limitations of the anti-racism youth app prompted a strategic rethink toward developing a webbased, gamified approach aimed at enhancing interactivity for engagement across diverse audience groups.

The complexities of global partnerships highlight that power imbalances and systemic barriers necessitate ongoing honest reflection for achieving mutual radical accompaniment, indicating that partnership models require continual realignment. Political and regulatory factors led to delays in certain activities, highlighting the importance of balancing patience with agility when pursuing justice-oriented initiatives.

Looking Forward

There is preparation for deeper ecumenical engagement, especially the high-profile joint worship with UCC-USA and upcoming international gatherings. These will offer new opportunities for visible justice collaboration and global witness. Locally and nationally, ongoing resourcing, network formation (e.g., ChurchX for anti-racism), and preparation for a "Let Justice Roll" campaign are setting the stage for more sustained and interconnected advocacy, education, and mobilization heading into next year.

Technical and methodological revisions (e.g., in digital youth resources, evaluation tools, storytelling/reporting systems) are expected to expand learning capacity and engagement bandwidth across the whole church, testing new models and measuring impact more effectively as new programs are piloted in 2026. Important lessons around inclusion, intersectionality, and decolonizing practices will inform refinements to partnership, funding, and engagement approaches, shaping the next phase of justice strategy—even as continued global, social, and political unpredictability is anticipated.

Accountable: Rev. Dr. Japhet Ndhlovu

Good News Story

In a remarkable display of collaboration and faith in action, United Churches in Regina area joined forces under the Rainbow Refugee Society to sponsor three LGBTQIA+ refugees. The main contact (Constituent Group) leading this initiative is Harmony United Church, which has played a pivotal role in organizing and supporting these sponsorships. One of the sponsored refugees is a church minister with a Master of Divinity degree, who is currently studying online through St. Andrew's College with the goal of becoming an ordained United Church Minister. This inspiring story highlights the transformative power of inclusive sponsorship—where refugees not only find safety and belonging but also contribute their gifts and leadership to the ministry of the church. It exemplifies how CoFs can live out the United Church's call of justice, compassion, and radical welcome.

Multi-Year Initiative	Activity Name	Progress on Key Results
INDIGENOUS JUSTICE: Address anti- Indigenous racism and White supremacy and make the church and Canada safer and more equitable for Indigenous peoples. Shift: Towards decolonization and increased justice.	Reparations	70
RACIAL EQUITY: Advance racial equity. Shift: Towards transformed structures	Anti-racism advocacy	60
and systems and intentional	Addressing Antisemitism	0
leadership of racialized people.	Anti-Racism Education/Action	80
	Migrant Justice	70
2S-LGBTQIA+ RIGHTS: Enhance 2S- LGBTQIA+ rights including addressing	Refugee Sponsorship	85
religious-induced homophobia. Shift: Towards integrating and intersecting with other justice issues.	2SLGBTQIA+ Global and Ecumenical Advocacy	100
ECUMENISM: Increase ecumenical	Advocacy: Presence and Methodology	75
collaboration and effectiveness. Shift: Towards stronger impact and	Ecumenical Youth Exchange	0
reduction in overlap.	Stronger Ecumenical Partnerships	80
RADICAL ACCOMPANIMENT: Strengthen accompaniment of global	Radical Accompaniment: Financial Sharing	90
partners. Shift: Towards needs	Radical Accompaniment: Crisis Response	90
development.	Radical Accompaniment: People to People	90
	Radical Accompaniment: Witness	80
	Radical Accompaniment: Visits and Meetings	100
	Radical Accompaniment: Roundtables	75
PUBLIC WITNESS: Strengthen presence in the public sphere and effectiveness in advocacy as a denomination. Shift: Towards greater public presence, clearer principles and processes of response.	Moderator's Initiative: Events and Book Club	80

Good News Story

Before the high-profile period launched, people have remarked on the usefulness and practicality of this year's new resources for the 40 Days of Engagement on Anti-Racism. One lay person, for example, shared that they have already viewed all 14 videos, downloaded the accompanying congregational resources, and forwarded the resources to other members of their anti-racism committee. Then, they decided with the ministry personnel at their community of faith, to highlight some of the videos throughout the fall along with a question prompt, and then to draw on the resources to engage in a Lenten study next year.

In another reflection, the following quote came from the course evaluation, for White ministry personnel:

"One of the biggest learnings was just how much I am shaped by White supremacy culture. A lot of those traits had never been framed that way for me before. By the same token, it helped me recognize and name experiences I've had in congregations in a new way, recognizing white supremacy culture as the undercurrent. Learning about detours, derailing, and denial was also really helpful in reflecting on past experiences and helping me to be more aware when this comes up in the future."

Invigorate Leadership: Adapting and Innovating for Bold Discipleship

77%

Objective: Renew a vision of leadership based on the call of the denomination—deep spirituality, bold discipleship and daring justice—and align discernment, recruitment, training, and support of ordered and lay leadership, to this vision.

Accomplishments

First Third Leadership Development: The GC 45 Youth Forum participants and Leadership Animators offered significant leadership at General Council, including bringing proposals to the floor; leadership in various GC45 committees and GCO task groups — Business, Structural Review, Public Issues subcommittee, etc.

Music & Worship: The use of Then Let Us Sing! new hymns at General Council helped to introduce this resource to a wider audience and highlighted ways in which our music helps to form our theology and helps us continue to live into our commitment to become an intercultural church.

Reimagine Theological Education: The work on the Lilly grant application has deepened the relationship amongst the schools and the national church, which will help us continue in the direction of reimagining theological education and collaborating, regardless of whether we receive the Lilly grant or not.

Co-operative Ministry: The Living Skies Regional Council pilot project has engendered lots of learning as staff and communities of faith members work together to explain, refine, and come to agreement on what a co-operative ministry pilot in this area could be. We are learning that: this work takes longer and more staff time than anticipated; ministry personnel are needed to be part of leadership with lay people; it will take time for this pilot to live into the vision of co-operative ministry; identifying governance and polity changes likely needed.

Equity Training Governance: This was the first GC with this number of pre-GC events, connected to various identities. Participants overwhelmingly affirmed the importance of these events: 95% agree that similar pre-events should be offered at subsequent General Councils; 92% agreed that the pre-event gatherings helped them connect with others who shared their identity or experience; and 88% named that the pre-events offered them an additional space for support. In addition, 87% of people were clear about the purpose of the pre-event gathering, and 83% noted that the pre-events helped them participate more fully in General Council 45.

Challenges

Co-operative Ministries & Mentorship: the challenge and gift is that this work is highly relational and takes longer than anticipated to implement. And there are learnings along the way that are helping us to refine this work further. As we continue to develop pilots and programs, what we have learned will make us more able to anticipate potential challenges and be proactive about addressing them.

Looking Forward

Mentorship: this pilot project will start in Quarter 4 and continue into 2026.

Co-operative Ministry pilot: we anticipate the pilot itself will start in 2026; Quarter 4 will continue the work of trying to find a ministry personnel who will be part of this pilot, alongside the one ministry personnel already in place and lay leaders.

Creating Safe and Respectful Environments: modules are being rolled out.

Equity work – governance and staff: this work is continuing in Q4; elected members on various national committees will be engaging the Equity, Diversity, Anti-Oppression modules.

Accountable: Rev. Dr. Jennifer Janzen-Ball

Multi-Year Initiative	Activity Name	Progress on Key Results
WHOLE PEOPLE OF GOD: Reinvigorate our commitment to	Whole People of God Training	100
the ministry of the whole people of God. Shift: To better	First Third Leadership Development	90
coordinated support and resources.	Worship Resources	100
MINISTRY PERSONNEL: Work to align policy and systems for	Reimagine Theological Education	95
recruiting, training, authorizing and overseeing ministry	Cooperative Ministry and Mentorship Pilot	70
personnel with the new Vision. Shift: Leadership development	Recruitment	80
from a program to a mentorship- model (investing in ministers in first 5 years, ministers interested in developing leadership skills, Indigenous church, First Third).	Leadership Counts	75
	Moderator's Initiative: (Re)Generate	50
	Pastoral Relations Equity Animation	60
	Animating Safe/Respectful Workplace Policy	100
ELECTED LEADERS: Support the increased diversity and effectiveness of faithful elected leaders. Shift: Towards greater inclusivity and accountability.	Equity Training-Governance	90
STAFF: Strengthen equity, accountability and effectiveness	Culture Shift in GCO	75
in GC staff system. Shift: Towards learning culture, alignment, and	Equity in Recruitment and Retention	80
evaluation against work plans.	Management Training	10

Nurture the Common Good: Equity and Sustainability in **67**% Resources

Objective: Significantly increase denominational capacity and will to make decisions on properties and resources focused on the ministry of the whole church, enhancing equity, sustainability, right relations, and administrative efficiency and effectiveness.

Accomplishments

A number of activities came to a close at the end of Quarter 3 and/or will continue on as regular cyclical work now that they are established programs. The continuation of strong support for denominational work through Mission and Service is encouraging and hopeful. The on-going refinement of the availability and use of data to inform decisions is evident in the *Toward 2035* engagement.

Challenges

As always, ensuring adequate capacity in the team supporting and carrying out the work is a challenge. That coupled with external factors over which we have no control has set back a few of the activities in this objective.

Looking Forward

As we enter the final quarter of 2025, we expect the majority of the activities to be competed or nearly completed by year-end. Those that carry-on will either do so in a new form in the 2026 strategic plan or become part of the regular cyclical work of the General Council Office.

Accountable: Sarah Charters

Multi-year Initiatives	Activity Names	Progress on Key Results
FINANCIAL HEALTH: Remove barriers to congregational financial health.	Support: Treasurers Plus	85
Shift: Towards financial viability and administrative effectiveness.	Technology Best Practices	90
COLLECTIVE DECISIONS: Strengthen decision making and management of property and resources. Shift: Towards decisions that reflect the ministry needs of the whole church.	Optimize Asset Retention	50
FINANCIAL SUSTAINABILITY: Ensure financial sustainability of the denomination. Shift: Towards stability and increased resiliency	Mission and Service Support	83
SHARED SERVICES: Reduce costs and	Shared Space	0
improve capacity through shared service	Information Management	25
structures. Shift: Towards administrative	Improve PAR	90
efficiencies and effectiveness.	Digital AV/Image Storage	60
ACCOUNTABILITY: Strengthen planning strategic and operationaland increase accountability. Shift: Towards evidence- based decisions, greater alignment and impact.	Operational Planning	75
	Data Collection and Analysis	80
	Transparency	70
POLICY FRAMEWORKS: Improve policy frameworks and enhance effectiveness in governance. Shift: Towards appropriate roles and greater transparency	Governance Reviews	100

Deepen Integrity: Living Climate Commitments

65%

Objective: Amplify and integrate current initiatives in a bold, hopeful denominational climate strategy that accelerates reductions towards the goal of an 80% decrease in emissions by 2030.

Accomplishments

This summer, 10 climate motivators worked with the church to raise environmental awareness and advocacy. The climate motivators program provides summer employment for youth and young adults. It is funded in part by a Canada Summer Jobs Grant.

Four of the climate motivators, along with two of their leaders, decided to travel from Toronto to General Council 45 in Calgary by train as a commitment to a greener means of transportation. Only the experience proved much more than that! To quote from the trip summary:

"In general, this train offers a scenic and immersive transcontinental journey, offering a unique comfortable travel experience. There were stunning landscapes of lakes, trees, rocks, prairies, the occasional animal, and communities along the railway. As well, we were served by caring staff, ate amazing food, played games, visited, rested, and read. One of the distinct opportunities was to disconnect and connect with each other and fellow travelers from all over the world."

A decision made for one reason—greener travel—reaped so many more benefits. It became an opportunity to disconnect from routine and device to experience the people and landscape of Canada. It's a reminder that our climate commitments can impact our well-being in more helpful ways than we might first anticipate.

Challenges

Capacity

This bears monitoring as programs change and it is anticipated that climate work is relocated within Justice objective of the strategic plan:

- Climate is important but it is not always urgent and other items with a more immediate timeline become a higher priority. This has led to a delay in the initiation of one activity and in progress towards a few key results;
- The financial demands made on the *Faithful Footprints* program have led to a pause and the development of new criteria starting as of January 2026 as we strive to balance a program that motivates communities of faith to improve their buildings with the limitations of the financial support available for that work.

Integration

We need to expand the reach and the impact of the participants in climate activities such as Climate Motivators, COP 30 attendees, *Faithful Footprint* grant recipients etc. We are providing opportunities for a deepening understanding and engagement by individuals but need to strengthen how their understanding and engagement translate into impact on the church. How are we leveraging their experience to effect change within the church and outside of it?

Looking Forward

This upcoming quarter, United Church representatives will join with KAIROS representatives to attend COP 30 in Brazil in early November. We will look forward to their feedback and ideas upon their return.

Accountable: Rev. Cheryl-Ann Stadelbauer-Sampa

Multi-year Initiatives	Activity Names	Progress on Key Results
INTEGRITY: Put our own house in order through reducing church	Faithful Footprints	25
emissions. Shift: Towards broader engagement across the church; towards system change in sectors.	Reducing Carbon Emissions	Awaiting Activation
VOICE: Raise our spirited voice. Shift: Towards greater public	Advocacy on Climate	90
recognition of both the issues and United church leadership in responding.	Youth Climate Activists	95
RECONNECT: Reconnect with the Earth Shift: Towards reawakened and strengthened love for all God's	For Crimitary like	50
Shift: Towards greater public recognition of both the issues and United church leadership in responding. RECONNECT: Reconnect with the Earth Shift: Towards reawakened and		

Good News Story

Matthew Tyhurst was a Climate Motivator in 2023. This September he received the Youth Champion in Environmental Action and Awareness Award which recognizes outstanding youth leadership on water and environmental issues. It is offered by the United Nations University Institute for Water, Environment, and Health, in collaboration with the International Peace Festival. Matthew was nominated by the "Grandmas Act to Save the Planet" group from his home congregation at St. John's United Church, Georgetown.

Journeying Indigenous Pathways: Forging Right Relations**

Objective: Deepen Indigenization and healing in The United Church of Canada towards self-determination and the possibility of reconciliation.

Report is unavailable at this time.

**Note that Indigenous pathways is using another process other than key results methodology for their reporting.

Multi-year Initiatives	Activity Names
	Structure: Indigenous Church
SELF GOVERNING: Create and develop a fully self-governing Indigenous Church within the	Funding model: Indigenous Church
United Church. Shift: Towards greater	Indigenous Testamur
implementation of the Calls to the Church.	Theologies/Spiritualities: Indigenous ways
	Indigenous Youth Leadership
	New Indigenous Ministries

Origins of the Plan

The General Council Office developed an operational plan that would reflect the Call and Vision adopted by the General Council in October 2021 and implement the strategic objectives confirmed by the General Council Executive in November 2021. This required not just the creation of content, but the development of systems and processes of detailed planning, reporting, and evaluation, and clarification of lines of accountability. The operational plan uses objectives and key results (OKRs) as the organizing framework.

In alignment with six strategic objectives, staff developed 26 initiatives. 2024 began with 78 activity streams. Each 2024 activity stream has an activity lead, with progress tracked monthly, and reports issued quarterly related to key results. The cumulative key results for that strategic objective are a measure of overall objective progress.

Call



Vision

Called by God, as disciples of Jesus, The United Church of Canada seeks to be a bold, connected, evolving church of diverse, courageous, hope-filled communities united in deep spirituality, inspiring worship, and daring justice.

For more Information: Planning@united-church.ca