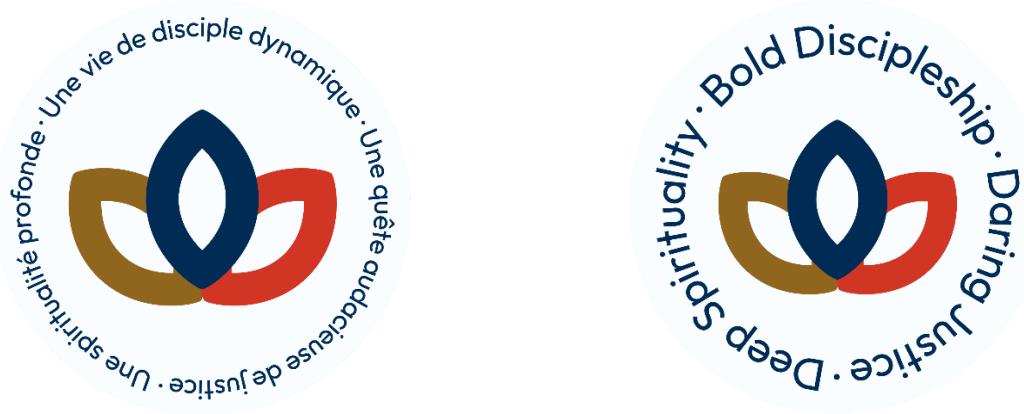


**The United Church of Canada/  
L'Église Unie du Canada**  
**Strategic Plan 2023–2025**

**2025 Operational Plan Report  
Quarter I  
April 2025**



**2025 Operational Plan Report:  
Quarter I**

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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 for this quarter or has now been adjusted to begin at a later quarter.
80-100%	60-79%	50-59%	Under 50%	

**Bold** is for priority activities

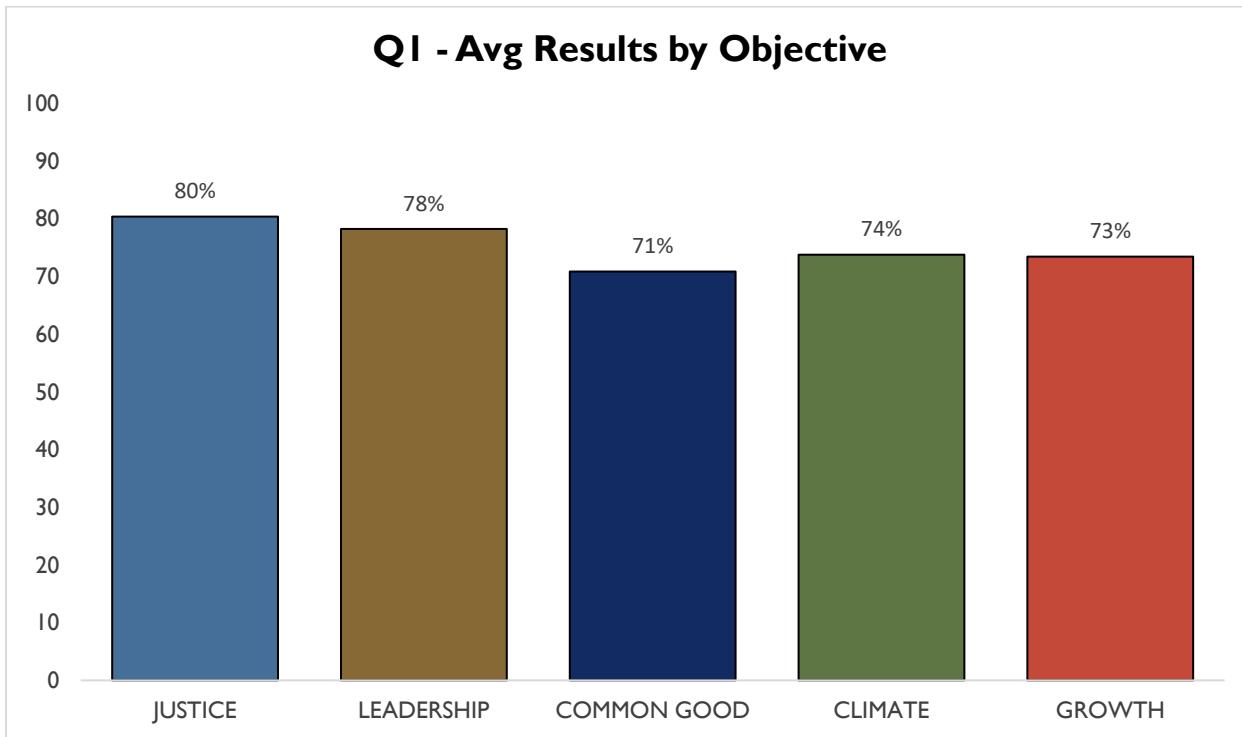
## Overall Results:

### Chart

Overall Q1 2025 Average 76%

Strategic Objective	Progress on Key Results
Strengthen Invitation	73%
Embolden Justice	80%
Nurture the Common Good	71%
Invigorate Leadership	78%
Deepen Climate Integrity	74%
Journeying Indigenous Pathways	Good

### Graph



## Narrative Summary

As the Strategic Plan turns the corner into its third year, systems to support annual planning and budgeting linked to programmatic and financial reporting are firmly established. At the activities level, where we measure progress against planned key results, there is increased capacity in planning, transparency, and accountability; over ambition is still a challenge. There are metrics at the activity level (i.e., activities completed) but the challenge of measuring impact against baseline is still a work in progress.

In a tangible way, as is evident also in the [2024 Annual Strategic Plan Report](#), progress towards the original overarching strategic objectives is observable:

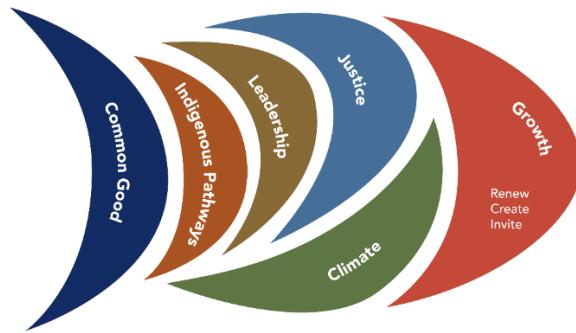
- In **Growth**, the goal of developing “effective and connected regional and national strategies” for growth is being realized in the growing number of “invitation” plans within existing Communities of Faith and the development of close to 30 church plants, as well as some new ministries within existing communities.
- In **Justice**, the goal of “meaningful collective progress” is particularly evident in global advocacy and refugee-related education related to 2SLGBTQIA+ rights, and in significant racial and Indigenous justice initiatives focused on the church constituency.
- In **Leadership**, the goal to “renew a vision of leadership” based in the Call, and to increase alignment to this vision can be observed in the (Re)Generate cohort and cooperative ministry pilots which are birthing new models of leading church.
- In **Common Good**, denomination-wide networks offering training and support in technical areas are enhancing “administrative efficiency and effectiveness” while strengthened church-wide fund raising is increasing the sustainability of the “ministry of the whole church.”
- In **Climate Integrity**, energy efficiency projects by churches to date have resulted in reductions equivalent to the annual energy use of 1242 homes, as a key contribution to the goal of “an 80% decrease in emissions by 2030.”
- In **Indigenous Pathways**, a National Indigenous Spiritual Gathering established a renewed Council of Elders to lead a path of deepened “Indigenization and healing in The United Church of Canada towards self-determination and the possibility of reconciliation.”

As we begin to consider the next strategic planning cycle (2026-2028), we recognize opportunities to improve our plans and our impact. Key areas of focus include:

- Increasing our data capacity, increasingly using data to inform decision making and establish baselines from which outcomes can be measured;
- Broadening and coordinating vision and strategy across the whole of the denomination;
- Sharpening strategic objectives towards focused impact that can be measured;
- Honing strategies to greater effectiveness, aligning proposed activities to strategies.

## 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 to the planned key results for this quarter—not to the ultimate three-year goal. For a further description of an activity, and/or the relevant key results, please contact [planning@united-church.ca](mailto:planning@united-church.ca)



## Strengthen Invitation: Humility and Confidence in Sharing Faith 73%

**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:** Between January and March, regionally deployed Growth Animators engaged with 230 ministry personnel and 196 Communities of Faith. 52 individuals participated in a *Called to be the Church* Stewardship course. The 100 Tables Project, which invites Communities of Faith to share their ministry with their neighbourhood through the use of a focal table, was introduced to 150 Communities for their consideration. An Easter Invitation resource was shared through the Round the Table Blog, viewed 390 times, and downloaded 144 times. 30 Communities of Faith are developing Invitation Plans, with Growth Animator support, with invitation workshops offered in multiple congregations. Three monthly Rural Town Halls were offered and three Rural focused stories were published on The United Church of Canada blog.

**Create:** In one region, the Growth Department is working with a regional council to consider the possibility of a new Community of Faith connected to the site of a now closed United Church. We have added a church plant lead to help develop an emerging Swahili-speaking community of faith in Quebec, bringing our total number of church plant leads to 20. Two new migrant communities are being discerned with regional partners. The Growth Department resourced a Board retreat for Cowan Heights United Church in St. John's as they launch a ministry to reach new people. An online event, including a liturgy of blessing, introduced migrant church plant leads to the United Church and was attended by over 300.

**Invite:** *Mon Credo* gained 230 new Instagram followers this quarter as it grows influence as a source of progressive faith reflection. With a view to continually increasing United Church profile, General Council provided support for a number of local Communities' PIE day events and promoted the Moderator as a key spokesperson on International Women's Day to some positive coverage. The General Council developed "100 words of hope" in this quarter which has had positive responses and is complementing other national efforts to lift up the Call and Vision of the denomination. The discipleship educational resource, *Immersion*, is almost ready to go, complementing a discipleship story platform launched this quarter under the Leadership objective.

### Challenges

The heavy workload and overlapping nature of the work in these areas shows the need to be discerning in what should be prioritized. Work around *Towards 2035* took some attention

from staff working in these areas, however the alignment between this important step in whole church vision and strategy and the Growth initiatives is clear and well understood within the staff teams.

## Looking Forward

Over 100 participants have registered for a special offering of The Theological Banquet being offered through Rural Town Halls. The migrant church plant leads have begun work on a Centennial celebration contribution. The Fertile Soil data project, which tries to identify growth opportunities, has been integrated into the data-informed work of *Towards 2035*.

Communities of Faith are marking the Centennial in many ways and being encouraged to note the same on the [Centennial map](#). The creativity being shown, from floats in parades to challenges to watch parties is encouraging. The Place at the Table retreat was held and launch planned which set up the project's phenomenal opening in Holy Week 2025.

## Accountable: Rev. Cameron Fraser

Multi-Year Initiative	Activity Name	Progress on Key Results
RENEW: Strengthen the capacities of existing communities of faith Shift: Increased ability to welcome, attract, retain, transform and send people into the world.	Tools and Accompaniment for CoFs	31
	Stewardship for CoFs	70
	Moderator's Initiative: Church Workshops	100
	Renewing Francophone Communities	80
	Supporting Renewal in Rural Ministries	85
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	50
	Migrant/Diasporic Communities of Faith	100
	New Francophone Communities	60
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	50
	Outreach: Communication Strategy	95
	Francophone Outreach	80
	Centennial Commemoration	80

## Embolden Justice: Collaborating to Mend Church and World 80%

**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

#### Building Transformative Partnerships

New partnerships with Q&A (Queer and Allies) in South Korea and the LGBTQ+ Inclusive Ministry of the Colombia Methodist Church have expanded collaborative spaces that center and empower marginalized voices. These relationships foster mutual learning and solidarity, enhancing the church's credibility and reach in global justice work.

Participation in gatherings like the ACT Alliance North America Forum and Middle East Regional Partners workshops in Amman has enabled joint action planning, context sharing, and critical examination of structures that perpetuate inequality, especially amid shifting political climates. These forums prioritize decolonization by empowering local decision-making, shifting power dynamics, and co-creating partnership models that resist marginalization. The emphasis on mutual accompaniment, as seen in the Amman workshops, demonstrates a commitment to contextually grounded, in-person support that centers local partners' voices and agency.

Within Canada and globally, initiatives such as the Global Partnership Cluster Retreat and the Africa Global Program Coordinator's handover visit highlight the importance of relationship-building and responsive accompaniment for sustainable collaboration. The ongoing "Mending the World" roundtable conversations across Asia, Latin America, the Caribbean, and Africa illustrate a movement toward inclusive, contextual dialogue, with partners actively shaping transformative processes rooted in justice and equity.

Formal ties with the Refugee Sponsorship Training Program and the United Nations High Commission for Refugees have enhanced the church's capacity to support vulnerable refugees, especially 2SLGBTQIA+ individuals, by translating advocacy into tangible support and modeling accompaniment for other communities.

#### Community Engagement and Systemic Change

Educational programs like the "Placing Ourselves in Colonialism" course are deepening the transformative dialogue on anti-racism and decolonization, engaging a growing constituency equipped to take action to challenge systemic injustices in their congregations and in their communities. Monthly information sessions and a Refugee Sponsorship Program Newsletter with over 800 subscribers have broadened participation, especially in rural and underrepresented communities, shifting toward a more networked, community-driven approach.

### **Advocacy and Public Witness**

The Apology to 2SLGBTQIA+ Communities Town Hall held January 21st and subsequent public presentations have advanced reconciliation and accountability, setting a precedent for transparency and restorative action. Advocacy through sign-on letters and direct engagement with government leaders has amplified the church's voice on justice issues, influencing public policy and reinforcing the link between faith-based activism and societal change.

### **Internal Collaboration and Capacity Building**

Strategic planning meetings and retreats have fostered a collaborative culture, breaking down silos and enhancing responsiveness to complex justice challenges. Improved communication and regular cross-unit conversations have increased transparency and efficiency, enabling coordinated action, especially during external disruptions.

### **Impact and Synergy**

An 80% success rate, with several key results completed ahead of schedule, indicates strong progress toward justice objectives. Increased participation and expanded partnerships demonstrate measurable results. Activities are interconnected: grassroots engagement informs advocacy, and new partnerships provide platforms for both accompaniment and policy influence, multiplying impact across areas.

## **Challenges**

Progress was affected by external disruptions, such as parliamentary prorogation, staff changes in ecumenical partnerships, and immigration program changes, delaying some results. The team adapted by discontinuing less effective models and experimenting with new formats, emphasizing integration, adaptability, and robust evaluation. Synergy across activities has reinforced and informed ongoing initiatives.

## **Looking Forward**

A strong foundation has been laid for further progress, with partnerships built, communities engaged, and preparations underway for key deliverables like the formal apology to 2SLGBTQIA+ communities and expanded refugee sponsorship. In 2025, the focus will be on high-visibility public witness, increased synergy across justice initiatives, and a robust evaluation approach, advancing the strategy of fostering just relationships and abundant life across the church, Canada, and globally.

### **Accountable: Rev. Dr. Japhet Ndhlovu**

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.	<b>Reparations</b>	50
RACIAL EQUITY: Advance racial equity. Shift: Towards transformed structures and systems and intentional leadership of racialized people.	<b>Anti-racism advocacy</b>	60
	Addressing Antisemitism	50
	<b>Anti-Racism Education/Action</b>	85
	Migrant Justice	60
2S-LGBTQIA+ RIGHTS: Enhance 2S-LGBTQIA+ rights including addressing religious-induced homophobia. Shift: Towards integrating and intersecting with other justice issues.	Refugee Sponsorship	100
	<b>2SLGBTQIA+ Global and Ecumenical Advocacy</b>	96
ECUMENISM: Increase ecumenical collaboration and effectiveness. Shift: Towards stronger impact and reduction in overlap.	Advocacy: Presence and Methodology	90
	Ecumenical Youth Exchange	100
	Stronger Ecumenical Partnerships	60
RADICAL ACCOMPANIMENT: Strengthen accompaniment of global partners. Shift: Towards needs development.	Radical Accompaniment: Financial Sharing	100
	Radical Accompaniment: Crisis Response	75
	Radical Accompaniment: People to People	90
	Radical Accompaniment: Witness	90
	Radical Accompaniment: Visits and Meetings	100
	<b>Radical Accompaniment: Roundtables</b>	80
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

## Invigorate Leadership: Adapting and Innovating for Bold Discipleship 78%

**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:** The continuation through 2024 into 2025 of the Leadership Animators' program is going well, as is the planning for Youth Forum for General Council 45. In terms of leadership development, some of the Leadership Animators have applied for openings on national committees through the nominations process!

**Worship:** *Something Sacred*, the 2025 Lenten Book was a huge success, selling out before Lent started. Then Let Us Sing! continues to be a historic and ground-breaking project as we work with industry leaders to resource congregational singing in new ways. Music United has been successfully working on their Affirming process this quarter.

**Reimagine Theological Education:** With the assistance of a consultant and grant writer, we submitted the concept paper for a \$10 million grant and are waiting to hear if we'll be invited to submit for the full application. Regardless of outcome, this process helps continue the work with the theological schools around collaborative possibilities and imagining theological education as an ecosystem.

**(Re)Generate:** Communication has created videos about (Re)Generate and several participants have been invited to write a blog post. Discussions have started about the ways in which the participants can offer their learnings to the wider church and how the church might draw on these leaders in the future.

**Equity Training – Governance:** 211 responses were received from a possible 344 committee members (61%) in a project looking at participation experiences of equity-seeking groups in national church committees. The data from the participation audit has been analyzed, across all responses, against each marker, by committee area, and by identities. Broadly, it shows high participation levels with minimal differences within any given area or identity.

**Equity in Recruitment & Retention (GCO):** Applicant Tracking System categories are in alignment with our Leadership Counts survey in order to track demographic data from applicants. Workflows have been developed in order to capture under-represented groups.

### Challenges

Overall, one of the challenges is the change in scope for a couple of areas (recruitment and pastoral relations equity project). While in both cases, the scope has enlarged in helpful

ways, it does mean that the work will take more time. More specifically, in First Third, the inclusion of youth and young adult voices can be strengthened further; for instance, how will their voices/experiences/ideas be part of the emerging *Toward 2035* work?

**Leadership Counts:** Identifying key elements for the end of term report is a challenge, as there are not a lot of quantitative changes from the midterm report. There is opportunity to report on conversations with networks and groups over the past 18 months. This will likely be an ongoing reality, as there are not significant shifts in committee membership over the course of a triennium.

**Pastoral Relations Equity:** As work on developing and animating the report is slower than anticipated, unfortunately, Admission ministers are also experiencing significant impacts of the federal government's rollback of immigration access. While some advocacy has been carried out, the cabinet responsibility was shifted to a different minister, and then the federal election was called.

## Looking Forward

First Third ministry will continue its multi-pronged leadership development approach, looking ahead to Youth Forum at GC45 as a significant highlight and achievement, in meeting the goal of having 100 youth and young adults, 50% of whom are Indigenous or racialized.

Co-operative ministries: a pilot project in southeastern Saskatchewan (see the Good News story) will continue to be developed; the potential for funding a couple more cooperative Supervised Ministry Experience (SMEs) later this year will add to the pool of learning.

### Accountable: Rev. Dr. Jennifer Janzen-Ball

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#### Good News Story

*"We continue to learn more about the co-operative ecosystem. I have talked with many congregational boards about co-operative opportunities and there is a growing interest as co-operative ministry offers an option other than closing or amalgamation. Five co-operative ministry candidates continue to gather regularly for support and learning. Their work provides a lab for growing our understanding on how co-operative experiments work on the ground."*

*The big success and good news story is that detailed planning has been done for a co-operative experiment in southeastern Saskatchewan. In co-operation with the Growth Initiative and the Living Skies Region we have at least seven churches that are ready to enter into a co-operative arrangement. This will be a major opportunity to try a brand-new model and to learn more." -- Rev. Dr. Andrew Richardson, Office of Vocation Minister for Atlantic Canada*

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Multi-Year Initiative	Activity Name	Progress on Key Results
WHOLE PEOPLE OF GOD: Reinvigorate our commitment to the ministry of the whole people of God. Shift: To better coordinated support and resources.	Whole People of God Training	100
	<b>First Third Leadership Development</b>	80
	Worship Resources	100
MINISTRY PERSONNEL: Work to align policy and systems for recruiting, training, authorizing and overseeing ministry personnel with the new Vision. Shift: Leadership development from a program to a mentorship-model (investing in ministers in first 5 years, ministers interested in developing leadership skills, Indigenous church, First Third).	Reimagine Theological Education	75
	<b>Cooperative Ministry and Mentorship Pilot</b>	80
	Recruitment	40
	Leadership Counts	80
	Moderator's Initiative: (Re)Generate	80
	<b>Pastoral Relations Equity Animation</b>	50
	Animating Safe/Respectful Workplace Policy	90
ELECTED LEADERS: Support the increased diversity and effectiveness of faithful elected leaders. Shift: Towards greater inclusivity and accountability.	Equity Training-Governance	95
STAFF: Strengthen equity, accountability and effectiveness in General Council staff system. Shift: Towards learning culture, alignment, and evaluation against work plans.	Culture Shift in GCO	50
	Equity in Recruitment and Retention	75
	Management Training	100

## Nurture the Common Good: Equity and Sustainability in Resources 71%

**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

All three initiatives related to improving efficiency and effectiveness are fostering growing networks that enhance connections and build capacity in areas such as technology, finance, and specialized skills. Active participation in these networks—along with the generous sharing of expertise by subject matter experts—is helping faith communities strengthen their knowledge and skills. As a result, these communities are improving their administrative capabilities and financial management.

The increased presence of Mission and Service at governance meetings—such as the Executive of General Council and Regional Council annual gatherings—underscores our shared work and impact. This visibility helps create opportunities to invite participation and encourage giving that supports both denominational and regional activities, including some assistance for Communities of Faith.

At the same time, expanded outreach to donors and the ongoing generosity of United Church members continue to bear fruit, providing vital support for both global and Canadian ministries. The [Centennial Legacy Campaign](#) is also gaining momentum, paving the way for many congregations to establish long-term support for their own ministries as well as for Mission and Service.

Significant progress has been made in improving our ability to make data-driven decisions, particularly through the development of accessible portals for regional use. This is a crucial step in ensuring that relevant information is available to support decision-making processes and to better assist Communities of Faith.

In addition, the identification of key data points for strategic planning and monitoring is now complete. This greatly enhances our capacity to track trends and opens up opportunities to take a more proactive, rather than reactive, approach moving forward.

Lastly, tapping into the knowledge and expertise of activity team members has significantly improved the efficiency and effectiveness of delivering key results. For example, familiarity with past work allowed the team to locate existing documents that provided a strong foundation for the activities related to enhancing transparency—eliminating the need to recreate work that had already been done.

## Challenges

As in prior quarters, workload is contributing to some of the lag in completion of key results, however, staff are confident they can advance the activities in a meaningful way.

## Looking Forward

As the year progresses, the advances made on these activities will serve as a strong foundation for strategic planning and deeper collaboration for the benefit of the whole. It is anticipated that future iterations of the strategic plan may no longer include this specific objective, as the groundwork laid over the past two and a half years will be sufficient to ensure the work continues effectively.

### Accountable: Sarah Charters

Multi-year Initiatives	Activity Names	Progress on Key Results
FINANCIAL HEALTH: Remove barriers to congregational financial health. Shift: Towards financial viability and administrative effectiveness.	Support: Treasurers Plus	80
	Technology Best Practices	65
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	100
FINANCIAL SUSTAINABILITY: Ensure financial sustainability of the denomination. Shift: Towards stability and increased resiliency	<b>Mission and Service Support</b>	80
SHARED SERVICES: Reduce costs and improve capacity through shared service structures. Shift: Towards administrative efficiencies and effectiveness.	<b>Shared Space</b>	100
	Information Management	85
	Improve PAR	75
	Digital AV/Image Storage	50
ACCOUNTABILITY: Strengthen planning--strategic and operational--and increase accountability. Shift: Towards evidence-based decisions, greater alignment and impact.	Operational Planning	70
	Data Collection and Analysis	80
	Transparency	15
POLICY FRAMEWORKS: Improve policy frameworks and enhance effectiveness in governance. Shift: Towards appropriate roles and greater transparency	<b>Governance Reviews</b>	50

## Deepen Integrity: Living Climate Commitments 74%

**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

The highlight of this quarter was the publication of the Sustainability Report, *Deep Roots Bold Action Daring Decisions Sustainability Report 2023-2024*. The report was prepared in partnership with Faith and the Common Good and is based on the four pillars of the climate objective: Putting our House in Order; Raising our Spirited Voices; Connecting with the Earth; and Responding to Climate Impact. The report draws on stories from across Canada and around the globe, illustrating how this objective has become part of the life and ministry of United Church members and Communities of Faith. Many of the articles demonstrate how a General Council program sparked local engagement resulting in a difference in that setting.



### Challenges

The Faithful Footprints program, the major initiative in Putting our House in Order, has grown in popularity with the result that it cannot be sustained according to the original

granting terms. Consultation is underway with the Regional Council Executive Ministers to refine the terms to be able to operate the program within financial capacity.

## Looking Forward

This next quarter includes Earth Month, including Earth Week and promotion of “For the Love of Creation.” This year a t-shirt giveaway is being offered for the first 50 events submitted to the national map listing Earth Week events!

**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 emissions. Shift: Towards broader engagement across the church; towards system change in sectors.	Faithful Footprints	85
	Reducing Carbon Emissions	Awaiting activation
VOICE: Raise our spirited voice. Shift: Towards greater public recognition of both the issues and United church leadership in responding.	Advocacy on Climate	80
	Youth Climate Activists	80
RECONNECT: Reconnect with the Earth Shift: Towards reawakened and strengthened love for all God's creation	Eco-Spirituality	50

## **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.**

### **Accomplishments**

In this period, the National Indigenous Elders Council has been meeting bimonthly to provide leadership to the Indigenous Church, recently reaching out to expand the number of participating Elders. In addition, the regional Circles of the Indigenous church have been meeting monthly. Indigenous commissioners have been named for General Council 45, and preparations are under way for an Indigenous pre-event.

Staff have supported the implementation of a significant property assessment process across the Indigenous church, which is coming to a conclusion. Community Capacity Development Coordinators are working on a proposal as to how the Indigenous church might best benefit from the percentage commitments, related to sales of property, that are part of regional council policies.

Finally, in this quarter the Healing Fund, entered into a very positive 2-year commitment with United Church Women to support Indigenous healing and justice.

### **Challenges**

For future decision about the Indigenous church to be informed by data, as one factor, there needs to be an investment in greater data collection related to Indigenous congregations. Community Development Capacity Coordinators are working on this, and this will permit an independent but connected process, linked to the data-informed vision and strategy of Toward 2035 anticipated by the denomination.

### **Looking Forward**

Work is underway with Philanthropy to support another Indigenous ministers' retreat following on the positive experience of last year. Town Halls are being planned for the Indigenous church to inform communities about Mission and Service grant application processes.

**Accountable:** Springwater Hester-Meawassige and Lori Ransom (Acting)

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

Multi-year Initiatives	Activity Names
SELF GOVERNING: Create and develop a fully self-governing Indigenous Church within the United Church. Shift: Towards greater implementation of the Calls to the Church.	<b>Structure: Indigenous Church</b>
	<b>Funding model: Indigenous Church</b>
	Indigenous Testamur
	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](mailto:Planning@united-church.ca)