

Appendix 1: Proposed Strategic Metrics

Strategic Direction (already approved)	Proposed Strategic Metrics (targets to come at May 2026 meeting)	Proposed Means of Measurement
<p>...in The United Church of Canada, inspired, resilient, and diverse contextual communities of disciples seek to continue the story of Jesus by embodying Christ's presence in the world. The church is present and deeply connected coast-to-coast-to-coast in rural and urban settings, and in ecumenical and global relationships. Guided by hope-filled, adaptive and effective ministry leaders, the denomination is increasingly multigenerational, multiracial, and intercultural.</p>	<p>SD1: X% more COFs are more inspired and resilient</p> <p>SD2: The number of COFs who have developed their capacity to welcome children, youth, young adults and young families has increased by X%</p> <p>SD3: The denomination is X% more racially diverse through an increase in ethnocultural, Indigenous, francophone, migrant, diaspora or multiracial communities</p> <p>SD4: Denomination demonstrates X% improvement in connexionalism</p> <p>SD5: The # of UCCAN people has increased who agree that the United Church as whole (COF, RCO, GCO) is working together toward a hope-filled future, centered on the ministry and witness of COFs and rooted in the Call and Vision</p>	<p>SD1: as indicated in movement from orange to yellow or yellow to green within denominational dashboard</p> <p>SD2: as contrast with 2026 baseline mapping by youth/young adult staff</p> <p>SD3: as indicated by an improvement against the 2026 baseline diversity survey</p> <p>SD4: as indicated by an increase in Pastoral Charges that are green for denominational commitment in the dashboard (which includes data points such as mission and service contributions as a percentage, stats form completion, assessment, regional representation etc.)</p> <p>SD5: as indicated by an improvement against baseline Toward 2035 2026 survey</p>

<p>Leadership Strategic Objective</p> <p>A culture shift has occurred in the denomination whereby leadership is explicitly valued. These ministry leaders, lay people and ordered ministers, have a deep sense of call and are prepared to offer leadership for deep spirituality, bold discipleship, and daring justice. Programs, policies, and processes have been strengthened to identify, prepare, and support diverse lay and ordered ministry leaders who are hope-filled, adaptive, and effective, and who lead in a variety of contexts. Ordered ministers are supported in their ministries, carried out on behalf of the denomination, within communities of faith and other ministry sites. Lay people have been affirmed in their vocational lives in and outside of the church, living into the vision of the Vocations of the Whole People of God statement adopted by GC45 (2025).</p>	<p>Living out the Call</p> <p>L1: There is an increase of X % of lay leaders and ministry personnel articulating their sense of call and expressing their ministries through deep spirituality, bold discipleship, and daring justice</p> <p>Programs, Policies, Practices for Ministry Leadership:</p> <p>L2: Increase representation of diverse identities by X% within paid ministry leadership. (racial, ethnic, sexuality, gender, age, dis/ability, linguistic)</p> <p>L3: Candidacy Boards will report an increase of X % of candidates who have capacity for, and commitment to, adaptive, creative, resilient, transformational, and emotionally intelligent leadership.</p> <p>L4: Increased satisfaction reported by ministry personnel with the supports offered by the wider church (regional councils, OV) to be hope-filled, adaptive, effective leaders</p>	<p>L1: as indicated by a change from the baseline Toward 2035 2026 survey and/or 2025 structural review survey. survey will form part of a baseline</p> <p>L2: as related to a baseline linked to Leadership Counts and other current demographic information.</p> <p>L3: as related to Candidacy Boards reporting through own assessment re: application materials and interviews and tracking on how many people remain in ministry after X years</p> <p>L4: as related to baseline from structural review survey, pastoral relations equity study data and Toward 2035 2026 survey data</p>
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<p>Strengthen Invitation (Growth)</p> <p>Strategic and collaborative work between the General Council and Regional Councils in supporting Communities of Faith has led to an increase in the number of existing and emerging United Church communities of disciples that are diverse, inspired, and resilient and strengthened in their confidence and capacity to share faith and build community with their neighbours. The denomination, as a whole, and in local expressions, increasingly reflects the make-up of Canada regarding age and race. The locations of faithful and sustainable United Church ministry in diverse forms reflects the rural and urban and coast-to-coast-to-coast composition of Canada. <i>Toward 2035</i> has been embraced across the church as a hope-filled posture towards the future, rooted in the Call and Vision.</p>	<p>Renew</p> <p>G1: The number of COFs who report annual net growth in membership, worship attendance has increased by #</p> <p>G2: The number of COFs has increased by X who are intentionally working towards interculturality</p> <p>Create</p> <p>G3: # of emerging migrant/diaspora/francophone COFs increases; # of emerging COFs covenant with regions; # of emerging COFs become pastoral charges</p> <p>G4: # of new ministries designed to connect with geographies and populations not currently connecting with The United Church of Canada have been seeded and initiated</p> <p>Invite</p> <p>G5: The number of COFs who have developed a culture and practices of invitation has increased by</p> <p>G6: Increase by X% positive sentiment and awareness toward United Church of Canada among General Population</p> <p>G7: X% increase average reach of traditional or social media</p>	<p>G1: as related to the yearly stats figures</p> <p>G2: as per tagging system set up in Dynamics365 that identifies COFs engaged or with members/adherent engaged in intercultural and anti-racist educational programming</p> <p>G3: as tracked by the Growth Department</p> <p>G4: as tracked by the Growth Department</p> <p>G5: as tracked by presence on an invitation plan and presence in national outreach initiatives by Growth and Communications departments.</p> <p>G6: Related to 2025 Finding Faith general population polling</p> <p>G7: As related to 2025 analytics</p>
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<p>Justice</p> <p>United Church communities of faith have deepened their commitment and capacity to discern, prioritize, and faithfully engage in contextual justice initiatives, by driving tangible and sustained change over time. Through mutual transformation, congregations and their diverse neighbours build stronger relationships, as documented through growth in intercultural engagement, solidarity, and new justice initiatives. Communities of faith have also increased their advocacy in denominational justice initiatives, making significant progress on Indigenous rights, racial equity, Two Spirit and LGBTQIA+ rights, and climate action.</p>	<p>Deepened CoF Commitment J1: X % growth over time in the number of communities of faith that demonstrate justice as a core and sustained priority</p> <p>Awareness and Engagement J2: X% Growth over time in numbers of persons aware and the depth of justice information sought</p> <p>Advocacy Reach J3: X% Growth over time in the reach of denominational justice advocacy participation across the four named justice areas.</p>	<p>J1: Measured by movement of CoFs from orange and to yellow and those who move from yellow to green on the Denominational Dashboard, related to the category of Outward Connection (with tracks information such as Affirming, Faithful Footprints, Non-member funerals and Rites of Passage, Sponsorship of Refugees, Outward funding, and naming of an Outreach lead)</p> <p>J2: Measured against 2025 baseline of # of subscribers to United Action for Justice (UAJ) newsletter, and a combination of web & social media analytics (such as time on key pages and click through from a summary sentence to a “read more” paragraph in justice-related stories)</p> <p>J3: Measured by use of advocacy tools compared to baseline (e.g., 2025 Pride Action) and numbers in the Succeed at Advocacy ChurchX online community (2025 registration #).</p>
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