

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

**2025 Annual Plan Report  
Quarter 4  
February 2026**



**2025 Annual Plan Report: Quarter 4**

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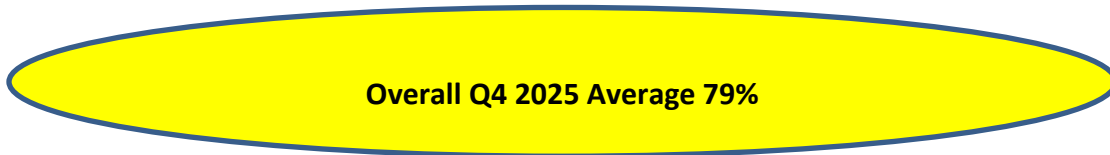
## Legend:

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**

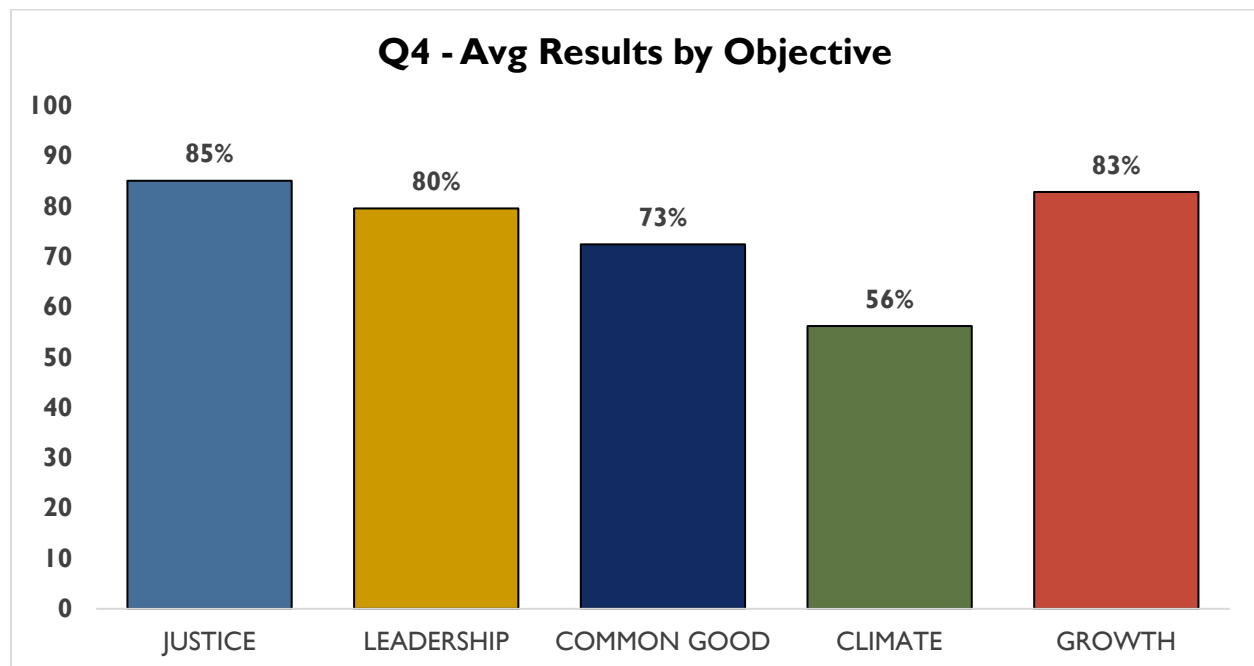
## Overall Results:

### Chart



Strategic Objective	Progress on Key Results
Strengthen Invitation	83%
Embolden Justice	85%
Nurture the Common Good	73%
Invigorate Leadership	80%
Deepen Climate Integrity	56%
Journeying Indigenous Pathways	Fair

### Graph



## Narrative Summary

As we finish the final quarter of the United Church's 2023-2025 strategic plan, we can see clear areas of changed landscape:

- Planning, both strategic and annual/operational, is now an established cyclical part of General Council Office operations, including clarity in accountability, reporting mechanisms, processes for adjusting plans, and the use of a variety of metrics.
- Program plans are now aligned with budget allocations and a human resources system.
- Key missing pieces in infrastructure or information technology development have been addressed with the resulting implication of retiring one of the pillars of 2023-2025 planning (e.g. Common Good), as items become operational or fully integrated.
- The capacity to use data to inform all aspects of the work is fully integrated through a research and development team, and led to a coherent picture of the church's future without intervention (through a projection to 2035). This helped compel shared commitment to create **Toward 2035**, a hope-filled strategy for a bolder future, addressing the whole of the denomination and representing the vision and direction for the 2026-2028 strategic plan.
- The Growth initiative, the new and priority area of the 2023-2025 plan, is thriving, with a fully staffed department, serving 300-400 congregations each quarter and supporting over 30 new migrant, diaspora and francophone emerging communities of faith, as well as a number of new regional pilot projects. The full integrated migrant program now includes communities speaking French, Swahili, Farsi, Malagasy, Shona, Korean, Tagalog, Spanish, Cantonese, Lingala, and others.
- The goal of Strengthening Invitation in the public sphere has been greatly advanced by *A Place at the Table*, *#100 Tables* and Centennial efforts. This national work combined with invitation plans in communities of faith supported by Growth animators represents a new benchmark for outreach, with research guiding future efforts. Francophone outreach has been furthered by a dedicated website and social media strategy ([moncredo.org](http://moncredo.org)).
- A number of key justice campaigns and education offerings have strengthened advocacy capacity and active ongoing networks have responded to positive challenges to integrate strategic priorities, such as a 90% increase in LGBTQIA+ refugee submissions, supported by a new refugee sponsorship resource and cross-unit collaboration.
- A new benchmark of Equity Diversity and Anti-Oppression (EDA) awareness and action is present in both committee and staff structures through a series of training initiatives, while diverse representation in different aspects of leadership is more visible—showing areas of both strength and challenge—as a result of Leadership Counts, and lighting the path to future action.
- The Faithful Footprints program has experienced such enthusiastic take up—resulting in emissions reductions across the denomination—that we are needing to adjust criteria to ensure greater sustainability.
- Key justice outcomes on racial equity have been advanced through strong programs such as 40

Days of Engagement on Anti-Racism, using evaluation to hone methods, resulting in a growing set of participants, but more importantly, changed behaviour and committed plans for future action.

- A new cohort of “re-generated” ministry leaders have impacted both culture and practice across the denomination, while sustained efforts to collaborate with theological colleges on renewed education has resulted in a \$10 Million USD grant to build on current accomplishments moving forward.
- The Indigenous church has built strong youth leadership, while being guided by Elders and is now moving to create its own National Indigenous governance structure to strengthen leadership for the future.
- Youth programming intersected all across the plan with clear outcomes in Climate Motivators, Indigenous and Racialized Scholars, Francophone Youth Gatherings, Indigenous youth programming, ecumenical exchanges, and large gatherings, among others, all leading to a strengthened diverse cohort of young leaders powerfully evident at GC45.

The capacities, skills, resources, and culture change achieved through elements of the 2023-2025 plan represent a new foundation for the next planning initiative. **Toward 2035** with its longer horizon and whole church vision and strategy, will begin in July 1, 2026 after a transition period of intensified planning. Four objectives of the current plan – Justice (with Climate Integrity), Growth, Leadership and Indigenous Pathways—will be reshaped to guide 2026-2028 strategic initiatives toward the 10-year strategic direction, recently approved by the General Council Executive:

*...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.*

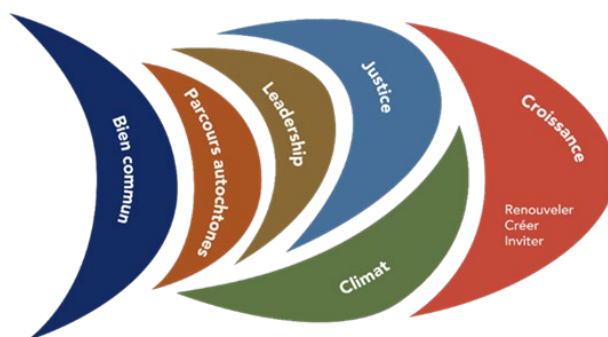
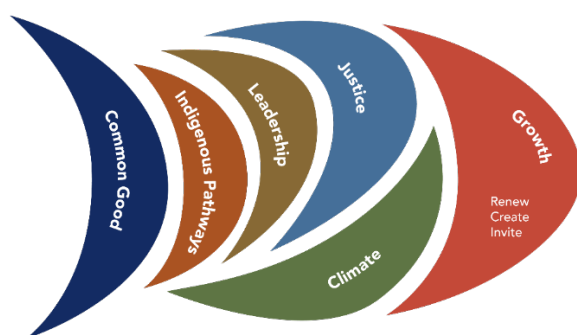
In a commitment to build on the gains of the 2023-2025 plan, **Toward 2035**—data informed and discipleship focused – will be tracked and evaluated through strong, strategic public facing metrics. Central to **Toward 2035** is the collaboration across the whole church to support the continued development of inspired, resilient and diverse communities of faith.

As we move forward from the 2023-2025 plan to the next planning cycle within **Toward 2035**, we recognize the need to continue to find ways to address among others:

- the necessity of focus and priority setting;
- the challenge of what existing work to leave behind;
- improved focus on impact achievement over task completion;
- flexibility to adjust methods and activities if outcomes are not readily being met;
- structures and processes that impede rather than enable strategic work;
- focus on efficiency and effectiveness in service areas and operations.

## 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](mailto:planning@united-church.ca)



## **Strengthen Invitation: Humility and Confidence in Sharing Faith** **83%**

**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 194 ministry personnel and 159 communities of faith (CoFs) over these three months and by the end of the year, 216 communities have created an invitation plan for either a special time of year or for their community of faith in general, in addition to the 117 communities who engaged in planning invitational activity through participating in 100 Tables. Plans and intentional invitation activity in 333 communities represent a strong increase in this outreach practice within the denomination.

In stewardship programming, 53% of communities of faith who employed stewardship best practices showed an improvement in three key financial indicators, while 100% of CoFs showed an improvement in culture and morale. 100% of communities of faith who completed a “Setting Up Your Giving Program” showed an improvement in key financial indicators and 84% showed an improvement in culture and morale. Nine communities of faith (primarily rural and lay-led) participated in the Northern Ontario Road Trip which offered tangible support to inspiration and resilience in communities. Eight sites received investment in experiments in rural ministry and 74 participants attended a National French Language Youth Gathering.

**Create:** Staff prepared for 13 leads in the Migrant, Diasporic church planting network and Francophone emerging church to move from fee for service contracts to employment with the General Council Office effective January 1.

New migrant community conversations are underway in London, Ontario and on Vancouver Island, the latter in conversation with Pacific Mountain Regional Council as well. Four sites received funding to develop new communities of faith within regional priority areas including a significant new collaborative ministry in Southeast Saskatchewan which will explore collaborative models jointly with the Leadership strategic objective.

**Invite:** A major highlight in the Invite stream was the pilot project of **Place at the Table** public media campaigns in two test markets, Edmonton, Alberta and Durham Region, Ontario. Growth Animators and Communications staff worked with United Church congregations near where the advertisements will appear to support them in responding to any interest these generate over the Christmas season. Participating congregations were also offered both print and digital marketing materials to help them align the broader campaign invitation with their own local messaging, ensuring the invitation felt both wide-reaching and personally tailored.

## Challenges

During this quarter it was discerned that the rural position would not be filled but would instead be part of a strategy to directly increase community of faith support, aiming to increase the attention rural spaces receive from the Growth Department. This will necessitate conversation about what denomination-wide rural programming is most supportive.

## Looking Forward

In December, a [webpage](#) on united-church.ca was launched to highlight **Toward 2035** and house materials for congregational use. This includes a video call to prayer from the Moderator, the Congregational Small Group Discussion Resource and two prayer exercises all designed for download and self-directed use.

**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	90
	Stewardship for CoFs	75
	Moderator's Initiative: Church Workshops	100
	Renewing Francophone Communities	40
	Supporting Renewal in Rural Ministries	60
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	60
	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	70
	Outreach: Communication Strategy	100
	Francophone Outreach	100
	Centennial Commemoration	100



## Embolden Justice: Collaborating to Mend Church and World 85%

**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

Q4 shows a pattern of deepening specialization and credibility: the church is increasingly recognized as a trusted, values-grounded actor on migrant, refugee, climate, racial, Indigenous, and 2SLGBTQIA+ concerns, with ecumenical and movement partners treating United Church presence as additive rather than redundant. This directly supports the strategic aim of “meaningful collective progress” through collaboration and networking.

Highlights include:

- Federal advocacy around Bill C12 (Strong Borders Act) demonstrated bold, coalition-based, values-driven witness: United Church networks mobilized, MPs were contacted multiple times, an opposition critic sought United Church input. Migrant-led partners valued the church’s solidarity and amplification.
- 40 Days of Engagement on Anti-Racism used shorter, accessible formats, strong worship/education resources, and seven evaluated live events that drew new participants and generated concrete plans for antiracist action, with a formal evaluation underway to guide the next iteration.
- Anti-racism education expanded through multiple courses with very positive evaluations, and revised curriculum content is completed for 2026, offering scalable formation that can deepen anti-racist practice across the church.
- Migrant justice and refugee work were strengthened through active networks, participation in national coalitions and consultations, targeted funding to migrant-led initiatives, and a notable 90% increase in LGBTQIA+ refugee submissions, supported by a new refugee sponsorship resource and cross-unit collaboration.
- 2SLGBTQIA+ global/ecumenical advocacy was highly active: sustained engagement with Global Affairs and civil society organizations on Canada’s LGBTQIA+ International Assistance Policy, ecumenical interventions like letters to Alberta’s government, a significant roundtable with Ugandan parliamentarians and activists, and a regional East African “Inclusive and Safe Dialogue Spaces” project that fostered cross-faith, cross-sector shifts toward affirming theology and practice.
- The Love, Faith and Bold Action letter-writing campaign generated at least 288 letters, with discernment underway on integrating this into *Let Justice Roll*, which itself is emerging as a unifying advocacy frame for 2026.
- Advocacy “presence and methodology” continued to mature: This was successfully concluded. Activities included Then Let Us Sing activities on Parliament Hill, multi-party access to MPs (with the United Church becoming a reference point), multiple public letters and statements (including around Pride and budget issues), and a revived Succeed in

Advocacy webinar series that reached new participants and produced demonstrable advocacy skill uptake.

- The Advent longest night service and the creation of a 2026 plan rooted in Truth and Reconciliation Commission, Missing and Murdered Indigenous Women and Girls, and the United Nations Declaration on the Rights of Indigenous Peoples (TRC/MMIWG/UNDRIP) commitments embody a practical shift toward decolonization and Indigenous led justice, directly serving the goal of safer, more equitable spaces for Indigenous communities.

## Challenges

Key pieces of planned work did not occur, including a public event tied to 40 Days anti-racism and an adult anti-racism resource, largely due to competing urgent advocacy demands (e.g., immigration, Indigenous rights, environmental protections), revealing limits in capacity and the risk of over-programming.

Engagement on the environmental racism bill remained largely in a holding pattern, with network-led mapping and readiness but no concrete opportunities, which can contribute to fatigue and confusion for communities watching for clear public markers of progress on this named priority.

Some activity streams, like continued work on addressing antisemitism, are paused in order for staff to create a process to implement the decision of GC45 around endorsing the Jerusalem Declaration on Antisemitism as well as working to review and enhance, as needed, existing resources around countering antisemitism.

Data tracking remains a major structural challenge: the team notes difficulty measuring United Church member and community of faith engagement due to limited tracking tools, privacy constraints, and fragmented lists, leaving much of the evaluation of “bold effective solidarity” dependent on qualitative impressions rather than robust, shared metrics.

There is a recurring pattern of piloting rich, one-off spaces (e.g., the “Problematizing Mission and Decolonizing the Church” Bible study) that are well received but not continued, which risks dispersing energy rather than building sustained, iterative learning communities around decolonization and antiracism

These challenges suggest the strategy is highly responsive and relational but still under-resourced on infrastructure: without better capacity planning, clearer prioritization, and improved data systems, the depth and breadth of Q4 activity may be difficult to sustain or to translate into demonstrable systemic change, even when qualitative impact is strong.

## Looking Forward

**Toward 2035** will have an impact on how we shape justice issues going forward by ensuring that the number of communities of faith engaged in local justice issues increase while also keeping the mobilization towards denomination justice priorities

The 2026 plans informed by 2025 learnings on Indigenous justice and decolonization, along with ongoing TRC/MMIWG/UNDRIP commitments, position the next quarter as a time to consolidate

practices (like liturgical resources and community-led advocacy) rather than continually adding new initiatives, which could deepen rather than thin out impact.

The forthcoming evaluation of the 2025 40 Days antiracism program, and the launch of revised antiracism curricula, will allow the team to sharpen formats, target audiences, and integration with congregational life, potentially turning high engagement into longer-term shifts in culture and practice.

*Let Justice Roll* is poised to become a central organizing frame in 2026, integrating existing campaigns (e.g., Love, Faith and Bold Action, mutual radical accompaniment) and creating a more coherent narrative and toolkit for justice engagement across units, regions, and partners.

Preparedness on environmental racism and other dormant files means that, if political opportunity opens in 2026, the church can move quickly with network-aligned interventions, but this will require explicit choices about where to invest finite energy and which coalitions to foreground.

Consolidation of a single justice-engaged contact list and the growing online community of practice on ChurchX can support more strategic mobilization, especially if data systems are strengthened so that future quarters can track participation, geographic spread, and policy outcomes more rigorously

The coming quarter is less about launching new streams and more about tightening the ecosystem—aligning campaigns under *Let Justice Roll*, embedding anti-racism and decolonization in ongoing formation, strengthening metrics, and making intentional choices about which justice fronts the United Church is uniquely positioned to lead or accompany, so that collaboration truly “mends church and world” rather than simply multiplying good but uncoordinated activity

**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>	70
RACIAL EQUITY: Advance racial equity. Shift: Towards transformed structures and systems and intentional leadership of racialized people.	<b>Anti-racism advocacy</b>	75
	Addressing Antisemitism	100
	<b>Anti-Racism Education/Action</b>	95
	Migrant Justice	85
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>	92.5
ECUMENISM: Increase ecumenical collaboration and effectiveness. Shift: Towards stronger impact and reduction in overlap.	Advocacy: Presence and Methodology	85
	Ecumenical Youth Exchange	0
	Stronger Ecumenical Partnerships	80
RADICAL ACCOMPANIMENT: Strengthen accompaniment of global partners. Shift: Towards needs development.	Radical Accompaniment: Financial Sharing	90
	Radical Accompaniment: Crisis Response	100
	Radical Accompaniment: People to People	100
	Radical Accompaniment: Witness	90
	Radical Accompaniment: Visits and Meetings	100
	<b>Radical Accompaniment: Roundtables</b>	85
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	100

## **Invigorate Leadership: Adapting and Innovating for Bold Discipleship 80%**

**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**

In collaboration with all United Church theological schools, we successfully applied for a \$10 million USD grant from the Lilly Foundation for the “Reimagining Theological Education” project. This grant will enable further collaboration and transformation amongst the schools and the church as we seek to prepare people for ministry leadership in the church we are becoming.

The co-operative ministries pilot in southeast Saskatchewan launched this quarter. We have significant learning about how long the process can take and are identifying what can be done differently in other pilots to shorten the timeframe.

Equity Diversity and Anti-oppression (EDA) expectations for committees over the 2025-2028 term have been articulated in a new coordinated EDA Pathway. Online sessions directly engaged staff or chairs of 75% of this term’s denominational committees on the topics of understanding the EDA expectations, what resources are available to support them, and the nature of the findings from last term’s key outcomes.

The racial equity audit was completed. It focused on the General Council Office in the areas of communications and human resources, as well as the church’s overall commitment to anti-racism.

The end-of-term report on Leadership Counts, now available on the United Church website, provides background information on the initiative and diversity statistics for the United Church, members of national committees, and ministry personnel. More work needs to be done in 2026 to increase staff participation to be able to offer comparative analysis of this third leadership group.

Further equity work happened with the launch of the Applicant Tracking System (ATS) for hiring processes, earlier in the year. At the applicant level, the system recorded 244 applicants across the six posted positions, allowing for a more robust view of applicant pool diversity. Preliminary results indicate a diverse applicant pool, with 36% identifying as South Asian (including East Indian, Thai, Vietnamese, and Pakistani backgrounds), 22% as Black (including African and Afro-Caribbean backgrounds), 16.2% as White, and 11.2% as Chinese. These early results suggest broad reach in recruitment efforts and reinforce the value of the ATS in supporting equity-informed hiring practices going forward.

### **Challenges**

Staffing changes, leaves, and workloads have meant that a number of activity streams had limited or no progress in Q4. Many of these activity streams are ongoing areas of work, so while there is slower

progress being made in one quarter, we anticipate further progress in the new 2026-2028 strategic plan.

## Looking Forward

Some activity streams have been successfully completed and some will move to operations as the work has been developed sufficiently through the strategic plan focus to now become a regular part of the ongoing work of the General Council Office. Pilots started, and grants received, in Q4 will continue to drive these areas of work in the new strategic plan.

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

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
	First Third Leadership Development	90
	Worship Resources	25
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	100
	Cooperative Ministry and Mentorship Pilot	80
	Recruitment	0
	Leadership Counts	95
	Moderator's Initiative: (Re)Generate	100
	Pastoral Relations Equity Animation	70
	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 in General Council staff system. Shift: Towards learning culture, alignment, and evaluation against work plans.	Culture Shift in GCO	75
	Equity in Recruitment and Retention	90
	Management Training	100

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

**73%**

**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

In addition to the on-going network sessions that support various areas of work in communities of faith (e.g. for treasurers, and related to technology and property) three activities stand out as highlights for this quarter.

The first is the successful launch of the Cross-Country Check-in webinars. The October event was very well attended and the engagement with church members from across Canada was excellent. The second is that several use cases of the new Digital Asset Management platform have gone very well including accessing images for staff who were retiring after very long tenures (e.g., 30+ years).

Finally, the work to improve the functioning of the GCO's marketing app that sends out communications like E-ssentials has had great success with the creation of updated lists 60% faster than previously. This frees up staff time for other work.

### Challenges

Throughout the life of this Objective determining feasible timelines for activities and ensuring proper resourcing for the work were the two most challenging aspects. A key learning was understanding how to plan for activities that rely on external resources with limited or unreliable support.

### Looking Forward

By March 31, 2026 we expect that any activities not moving to a cyclical/operational mode will be completed. Therefore, this objective will wrap up as the goal of **Nurturing the Common Good** is fully incorporated in **Toward 2035** and embedded across other objective areas. Thriving communities of faith, connected across the church will contribute to all of us working together for the common good.

**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	100
	Technology Best Practices	50
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	75
FINANCIAL SUSTAINABILITY: Ensure financial sustainability of the denomination. Shift: Towards stability and increased resiliency	Mission and Service Support	70
SHARED SERVICES: Reduce costs and improve capacity through shared service structures. Shift: Towards administrative efficiencies and effectiveness.	Shared Space	0
	Information Management	50
	Improve PAR	90
	Digital AV/Image Storage	75
ACCOUNTABILITY: Strengthen planning--strategic and operational--and increase accountability. Shift: Towards evidence-based decisions, greater alignment and impact.	Operational Planning	85
	Data Collection and Analysis	75
	Transparency	100
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

56%

**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

Q4 represented a period of evaluation for two key elements of the climate objective.

One of these was the Climate Motivators program where a review has led to new initiatives for 2026 so that the Motivators will be engaged with communities of faith in Q2 before many of them slow for summer break.

The second was the Faithful Footprints program. Up to and including 2025, the goal was to expand awareness of Faithful Footprints. In 2025, the grant amount available was already allocated in the first few months of the year requiring a pause in the program. That pause allowed for the development of new criteria for eligibility and the establishment of a process that will involve regional council input concerning which sites are strategic within the context of **Toward 2035**.

These two changes are identified as highlights because both advance the church's commitment to **Toward 2035**—the Climate Motivators by engaging young people in leadership to model multi-generational communities of faith; Faithful Footprints to support the development of a strategic United Church presence across each regional council, coast to coast to coast.

Another highlight of Q4 was the participation of two United Church representatives in COP 30.

### Challenges

At General Council 43, the United Church advanced the target date for an 80% reduction in emissions from 2050 to 2030. One of the challenges in measuring progress on that target and the climate objective is tracking information. The two key prongs necessary to such a reduction are more energy efficient buildings and reduced travel. Pastoral charge statistics have only recently started to track energy use and there are limits to the value of that information. It reflects overall usage not usage per specific amount of space. An energy efficient large building might use the same energy footprint as an inefficient smaller building.

Travel data comparison has been delayed. One of the helpful metrics for the climate justice objective going forward might be to set goals against the data we are able to secure to be able to measure change.

Note that the lower percentage in progress against key results this quarter reflects both the pause in the Faithful Footprints program, the delay in travel tracking, and the absence of key staff to animate eco-spirituality.

## Looking Forward

Faithful Footprints will reopen in January 2026 and it will be important to assess if the new eligibility criteria serve the program or prove too restrictive.

**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.	<b>Faithful Footprints</b>	50
	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.	<b>Advocacy on Climate</b>	60
	Youth Climate Activists	90
RECONNECT: Reconnect with the Earth Shift: Towards reawakened and strengthened love for all God's creation	Eco-Spirituality	25

## 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.

A narrative report is not available at this time.

*\*\*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.	Structure: Indigenous Church
	Funding model: Indigenous Church
	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)**