



Broad View
— UNITED —

Strategic Plan 2022-2025

Updated February 2022

Introduction

The following updated strategic plan was developed by the Board and Lead Ministers of Broad View United. This is the first planning activity undertaken by the Board of Broad View United (BVU). The plan represents the vision, mission and goals of the new regional church, one that is committed to transcending current United Church practices of ministry and community service. The overarching goal of BVU is to create a dynamic, inclusive and responsive centre where everyone is welcome. This will be done by building diverse income streams, developing strategies that make a difference in individual lives and the lives of communities; offering opportunities to connect through diverse offerings; and being innovative and responsive in an ever-changing world.

Over the past two years, BVU staff and volunteers have been responsive to the changes in our social, community and spiritual context brought on by this once in a life-time pandemic. We have learned to be flexible, to pivot when required, to find new ways to engage our congregation, and to build points of connection virtually in order to ensure that we remain a connected community.

The goals and strategies outlined in this document continue to build on our commitment to be a community of faith that makes a difference.

Our Context

Strengths	Challenges	Opportunities
<p>People The success of BVU can be seen in its ability to attract strong, diverse and passionate leaders, staff and congregates who are committed to the growth and evolution of the church.</p>	<p>Aging Congregation Mirroring the larger population demographic trends, our leaders and congregation are aging, which can lead to people engaging in and supporting the church over time.</p>	<p>Expanded Partnerships Capitalizing on existing relationships and building new ones that support our mission. Working with other like-minded churches, businesses, non-profits, schools, youth clubs and arts and cultural groups.</p>
<p>Reputation BVU is well-connected and respected with a long history of being a place that is welcoming. Using technology has allowed BVU to continue reach people during the pandemic.</p>	<p>Limited Awareness Despite BVU's strong reputation, outside the congregation there is limited awareness of the church, who we are, and what we offer outside our traditional connections.</p>	<p>Increased Community Presence Expanding partnerships and connections to enhance awareness of BVU and building diverse connections that can support BVU mission and vision.</p>
<p>Worship BVU offers a progressive theology that embraces diversity, engages people, and builds a strong sense of community. We are seen as a place for both worship and social justice.</p>	<p>Political and Historical Factors The ascendancy of fundamentalism along with the Church's historic role in colonialism, racism and sexism has resulted in negativity toward established churches.</p>	<p>Leadership and Innovation Using our progressive mission, we can be a resource for others and actively work to cross this divide and connect with other spiritual and non-religious people.</p>
<p>Vision and Mission 'We walk the walk', we are driven by our vision and mission to achieve social justice for our community and the world. This sets BVU apart from many of other churches and provides us with a strong message for the wider community.</p>	<p>Pandemic The long-term effects of the pandemic are unknown, but there will be lasting impacts for our congregates, our staff, and the wider community. All this will make it increasingly difficult to plan and execute strategies in such a challenging time.</p>	<p>Community Hub We can create a community gathering place that offers support and connections for people to increase engagement and address isolation. Building on the experience during the pandemic and offering both in person and virtual ways of connecting.</p>
<p>Organization BVU is a strong organization that uses technology well, has a progressive governance structure that supports innovation, and is nimble and adaptive when required. This organizational strength has been capitalized on in many ways, including the creation of the regional church and commitment to expanded community offerings.</p>	<p>Human Resources Widespread labour shortages exist across sectors and communities, this makes it difficult to attract staff to BVU. Increased competition for skilled workers and the need to pay a competitive wage, makes it a challenge to recruit and retain employees.</p>	<p>Expand Programs Expanding educational opportunities that are relevant to a wider community and expanding programming in areas where there is limited access or offerings will attract both potential staff and new volunteers.</p>
<p>Resources BVU has the assets from two physical sites, social enterprise income, a Foundation, and the funds to renovate and create a welcoming community space.</p>	<p>Limited Fund Development Despite BVU's solid financial position, there is a lack of a fund development plan with targeted strategies to access wealth from aging church members through legacy giving.</p>	<p>Diversify Funds Build on internal capacity to explore new ways to grow revenue streams through expanding individual giving, grant access and social enterprises.</p>

Our Strategic Direction

Our role is: To be an agent of transformation and a fresh expression of progressive Christian faith.

We accomplish this by: Being a compassionate, cohesive and engaged community of faith and resource centre for a progressive Christian voice.

Our core values as inspired by the teachings of Jesus and affirmed by this community:

Progressiveness	Aligning ourselves with a progressive Christian theology and voice that embraces diversity and emphasizes social justice. Working for transformative change through innovation and being responsive to changing needs.
Integrity	'Walking the talk' in everything we do. Being a safe and welcoming place for all that is accessible to people with differing abilities. Embraces diverse communities, affirms LGBTQ2S+ people, building relationships with Indigenous peoples and communities, and protecting the integrity of our earth.
Connectedness	Building strong connections and shared values with all generations by fostering meaningful relationships, working in partnership with others, combating social isolation, and building community around shared passions and interests. We recognize that engaging children, youth and young adults will take special initiatives.

Our strategic priority areas:

● **Enhancing our connections**

● **Building a movement**

● **Being sustainable**

● **Telling our story**

Our Goals and Strategies for 2022 to 2025

STRATEGIC AREA 1: Enhancing our connections: expanding our relationships, understanding and engagement.	
<p>Goal 1.1 Opportunities for ‘church’ in different places, formats and platforms.</p>	<p>Strategy 1.1.1: Involve people in spiritual growth exploration in order to provide formats for spiritual practice that look beyond and are not limited to Sundays.</p> <p>Strategy 1.1.2: Enhance a regional church presence through the development of small group ministries.</p> <p>Strategy 1.1.3: Experiment with new ways of worship inside and outside the church, such as virtual spaces and platforms and linking church to nature.</p> <p>Strategy 1.1.4: Create rituals that help people in life transitions.</p> <p>Strategy 1.1.5: Build strategic alliances with other United Churches in the region.</p>
<p>Goal 1.2 A physical and virtual community hub that is welcoming, accessible and safe space for all.</p>	<p>Strategy 1.2.1: Ensure accessibility (building, community life, programs and language) for people with differing abilities, demographic and cultural groups, and economic situations.</p> <p>Strategy 1.2.2: Use innovative technology to create accessible spaces.</p> <p>Strategy 1.2.3: Be an affirming community for people of all gender identities and sexual orientations.</p> <p>Strategy 1.2.4: Be a welcoming place for newcomers and Indigenous community members and build social connections between diverse and mainstream communities.</p>
<p>Goal 1.3 Social purposes through the community hub/third space model.</p>	<p>Strategy 1.3.1: Build partnerships with organizations that are synergistic in programming and are mutual and reciprocal.</p> <p>Strategy 1.3.2: Partner with other groups to provide space for them in support of their projects or initiatives that bring people together in progressive action.</p> <p>Strategy 1.3.3: Work with Mt Tolmie Shelter and surrounding communities to build understanding and connections by providing a safe space to gather and build bridges.</p>
<p>Goal 1.4 Educational and social opportunities and resources that connect with diverse individuals, expand our understanding and support engagement.</p>	<p>Strategy 1.4.1: Provide intentional educational opportunities to diverse cultures and people from a variety of groups and perspectives.</p> <p>Strategy 1.4.2: Focus on self-education activities and explore ways to de-colonize our words and actions in order to build a safe space for Indigenous people.</p> <p>Strategy 1.4.3: Build authentic partnerships with Indigenous leaders and elders to respectfully learn from their traditions and spiritual practices.</p>

	<p>Strategy 1.4.4: Build on existing partnerships with Indigenous communities, leaders and elders to identify ways to work together.</p> <p>Strategy 1.4.5: Build internal cross-cultural capacity through anti-racism and equity, diversity and inclusion training.</p> <p>Strategy 1.4.6: Develop a cross-cultural lens and partner with ethno-cultural communities to realize our goal of being inclusive and diverse.</p>
<p>Goal 1.5 Engagement with children, youth, young adults in diverse ways in all aspects of congregational life and spiritual nurture.</p>	<p>Strategy 1.5.1: Remove barriers and create opportunities to minister with children, youth and young adults not just to them.</p> <p>Strategy 1.5.2: Build and expand children, youth, young adult and family programming.</p> <p>Strategy 1.5.3: Expand our circle of connection to post-secondary institutions, to provide spiritual companionship and nurture and intercultural connections.</p> <p>Strategy 1.5.4: Incorporate both multi-generational and intergenerational programming into our work with children, youth, young adults and families.</p> <p>Strategy 1.5.5: Create a small grants program to support local community and school youth groups.</p>

STRATEGIC AREA 2: Building a movement – working to amplify community voices and support mobilization to address social justice issues.

<p>Goal 2.1 Support priority ecological issues locally, nationally and internationally.</p>	<p>Strategy 2.1.1: Connect with Victoria’s ecological community as a way of ensuring engagement in local issues.</p> <p>Strategy 2.1.2: Align and participate with other environmental groups to support priority national and international issues.</p>
<p>Goal 2.2 Build a stronger presence with community organizations, businesses, governments and groups working on local issues.</p>	<p>Strategy 2.2.1: Work on local social justice issues such as housing and homelessness, food security, mental health and substance use, by connecting with and supporting others.</p> <p>Strategy 2.2.2: Initiate efforts to address social gaps and advocate for change with local authorities and others.</p> <p>Strategy 2.2.3: Actively participate with Indigenous nations, organizations and individuals to support the implementation of the United Nations Declaration of the Rights of Indigenous Peoples and the 94 calls of the Truth and Reconciliation Commission.</p> <p>Strategy 2.2.4: Work with other Churches and strategic partners to explore the feasibility of developing a refugee centre.</p>
<p>Goal 2.3 Connect to global struggles for socio-ecological justice and peace.</p>	<p>Strategy 2.3.1: Use our work with refugees as an opportunity to learn more about global struggles for justice and peace.</p> <p>Strategy 2.3.2: Support local, provincial and national organizations working on global struggles in order to understand their underlying causes, and their impact on the earth and on humanity.</p>

STRATEGIC AREA 3: Being sustainable – optimizing our church capacity and living into our values.

<p>Goal 3.1 Diversify and optimize sources of revenue and income for sustainability.</p>	<p>Strategy 3.1.1: Develop a funding formula that outlines how much of the annual BVU budget is covered by 1) social enterprise and other income generating activities, 2) donations, and 3) grants.</p> <p>Strategy 3.1.2: Innovate and regenerate social enterprises and revenue streams.</p> <p>Strategy 3.1.3: Build the internal capacity to optimize alternative funding opportunities including major donors, legacy giving/bequests, and grants.</p> <p>Strategy 3.1.4: Build a fundraising plan for BVU that includes clear funding requirements, a ‘case for support’ and other relevant materials to support a fundraising campaign.</p> <p>Strategy 3.1.5: Create strategic partnerships with other non-profits and United Churches that create synergy in programming and generate income from shared space.</p>
<p>Goal 3.2 Adopt environmental practices across the church and community activities.</p>	<p>Strategy 3.2.1: Incorporate alternative energy and energy efficient practices into the building design and future plans.</p> <p>Strategy 3.2.2: Design for alternative transportation, including car-pooling, bike racks, electric plug in, etc.</p> <p>Strategy 3.2.3: Reduce consumption, cut back on waste and recycle where possible.</p>
<p>Goal 3.3 Effective governance, congregation and staffing structure.</p>	<p>Strategy 3.3.1: Build the governance and leadership capacity of the Board.</p> <p>Strategy 3.3.2: Allocate the appropriate time and resources into building a coherent, cohesive and amalgamated congregation.</p> <p>Strategy 3.3.3: Create a diverse and adaptive staffing model that is able to support the development and delivery of innovative spiritual practices.</p>

STRATEGIC AREA 4: Telling our story – promoting BVU as a progressive church working on important issues for the community.

**Goal 4.1
Enhanced capacity to
demonstrate our alternative
Christian vision and progressive
theology.**

Strategy 4.1.1: Build a communications strategy that will provide a framework for marketing and promotion of BVU programs, key messages, and value proposition to the wider community.

Strategy 4.1.2: Provide training and support to BVU staff, Board and volunteers to communicate effectively with the wider community.

Strategy 4.1.3: Develop a system of data tracking and management that will allow for easy access to data to support communication efforts and to provide information for assessing impact.