
Fraser Presbytery

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A Future for United Church Ministry

Methodology

In addition to this report, the following documents produced by the project have been made publicly available on the Fraser Presbytery website (www.bc.united-church.ca/fraser/minutes/):

- *Leadership Survey – Compilation of Responses;*
- *Leadership Survey – Analysis of Responses;*
- *Preliminary Statistical Analysis;*
- *Plenary Presentation to Fraser Presbytery;*
- *Presbytery Feedback – Responses to Presentation.*

Assumptions

A. It is necessary to adopt and start with a big picture approach.

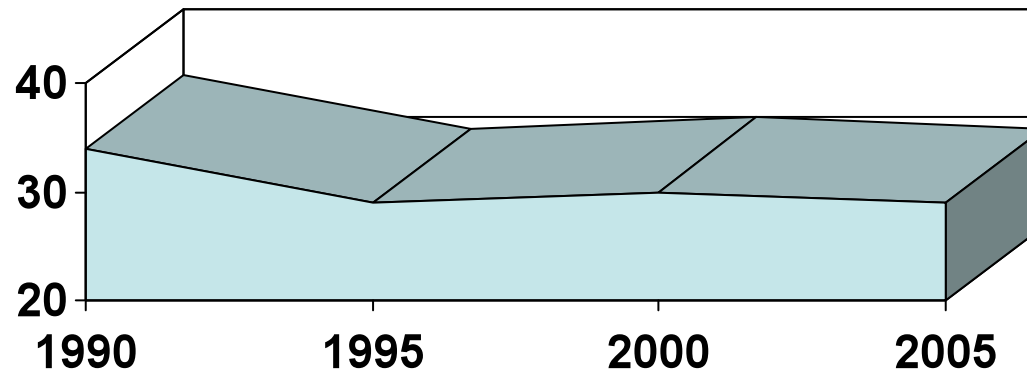
B. It is necessary to consider being church differently.

C. The Presbytery has the means and ability to choose its way forward.

“Baseline Analysis”

- **To get a real sense of what has actually happened to us during the immediate past (1995 – 2005)**
- **To recognize the emerging patterns or trends that that describe and shape who we are now**
- **To identify some of the key issues or problems facing us in the immediate future**
- **To recognize what will likely happen to us – unless we act deliberately to change the trends**
- **To come to grips with the kind of future we want and the kind of changes we will need to engage if we are to be serious about trying to create it**

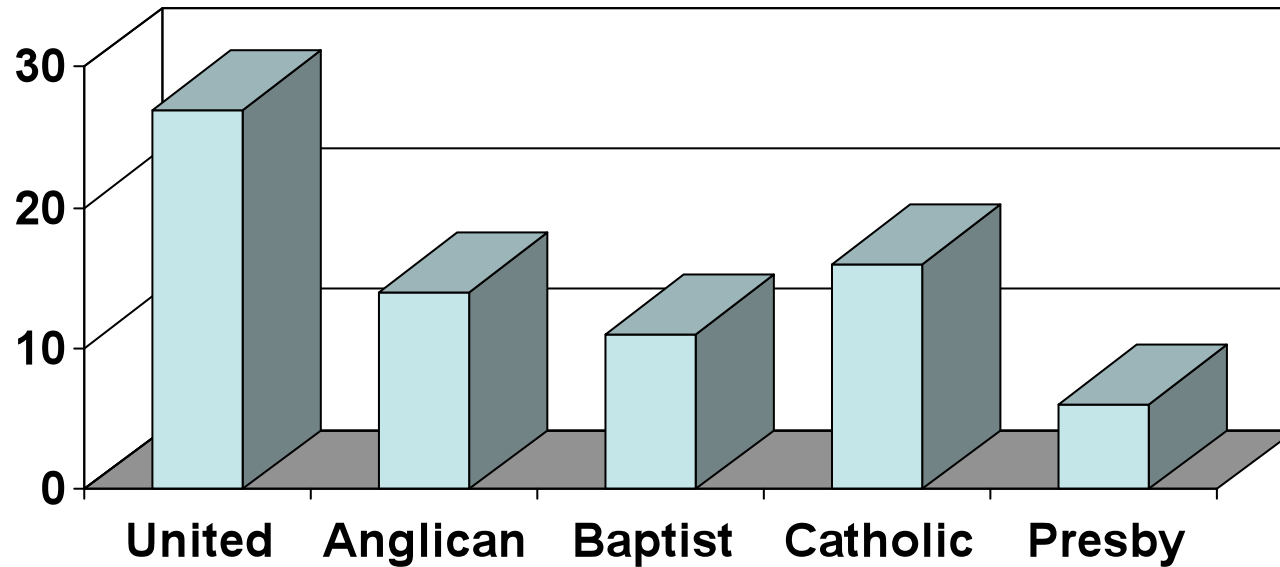
Number of United Church “Congregations”



Rate of change, 1995 – 2005: 0 %

Very Stable ... or ... Over-Extended ?

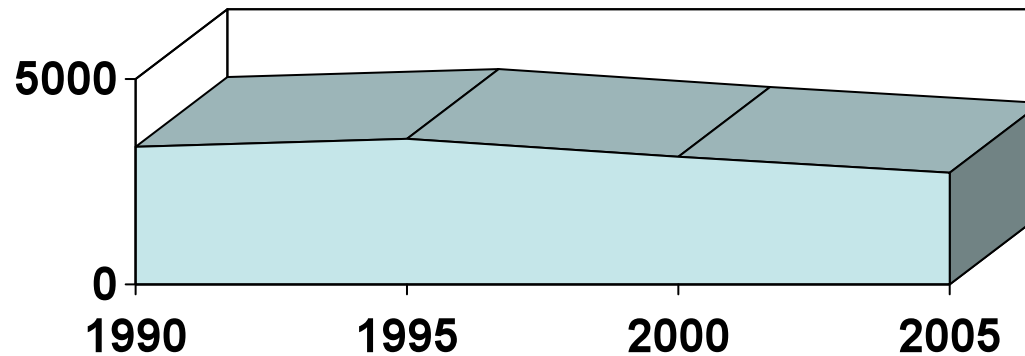
**... by way of rough comparison,
number of “Congregations” per denomination
in the region covered by Fraser Presbytery in 2007**



Fraser Presbytery – A Future for United Church Ministry

Denomination	Total Congregations		Surrey / White Rock	Valley
Anglican	14		6	8
Baptist Conf	11		6	5
Roman Catholic	16		7	9
Presbyterian	6		3	3
United	27		12	15
Average: non-UCC	11.75		5.5	6.25
Average: with-UCC	14.8		6.8	8

Number of Supporting Households

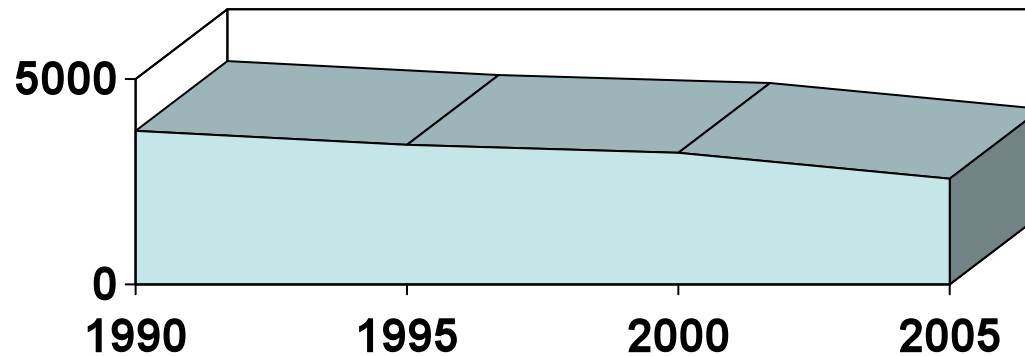


Rate of change, 1995 – 2005: – 23 %

*On average, the 29 congregations each needed 122 households in 1995.
The same number was being supported by an average of 94 households in 2005.*

What is the necessary critical mass for sustainability?

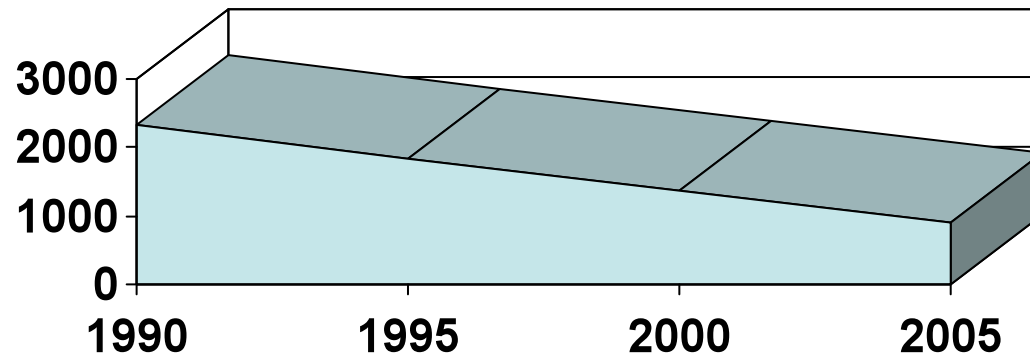
The Present: Sunday Attendance



Rate of change, 1995 – 2005: – 24 %

Supporting households and Sunday attenders comprise the core constituency of the UCC. By 2005, there were fewer attenders than households, indicating not only a smaller base, but also a weaker one.

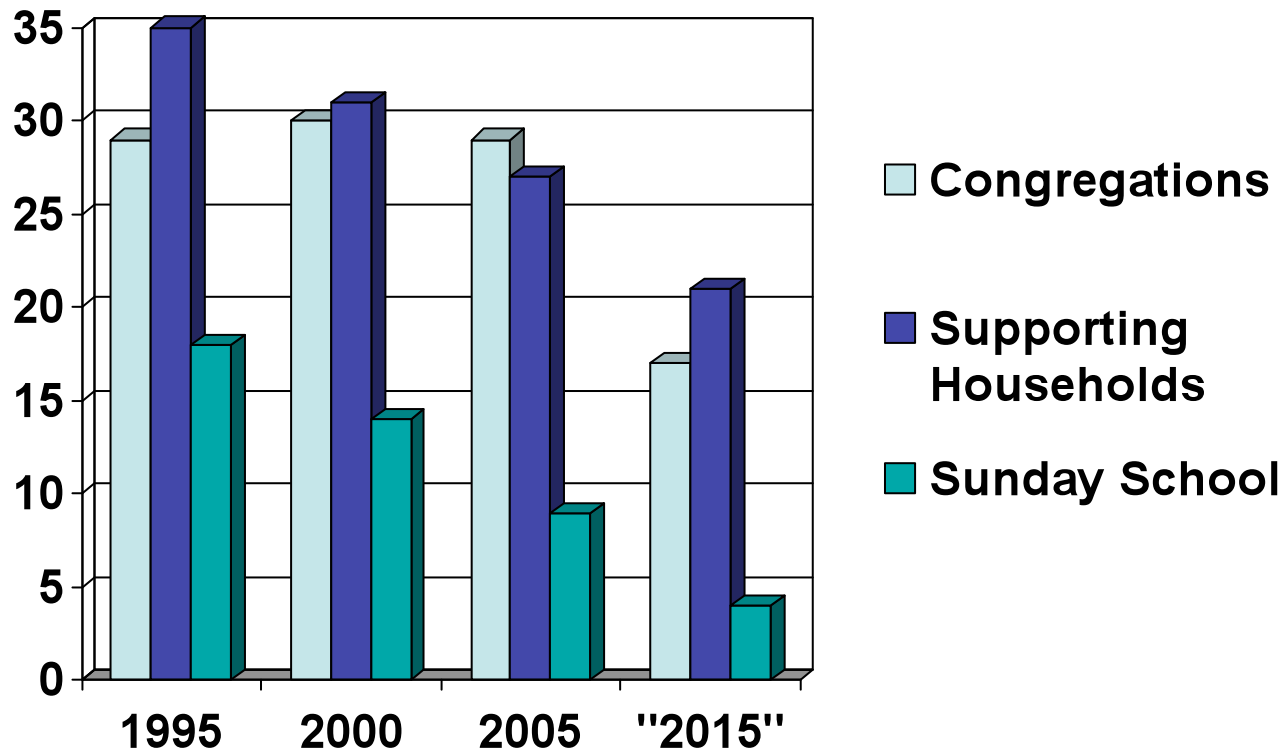
The Future: Church School Participants



Rate of change, 1995 – 2005: – 51 %

The scale of the decline in children & youth, together with other key demographic factors, indicates that the gradual trend will eventually reach a “tipping point” and become exponential.

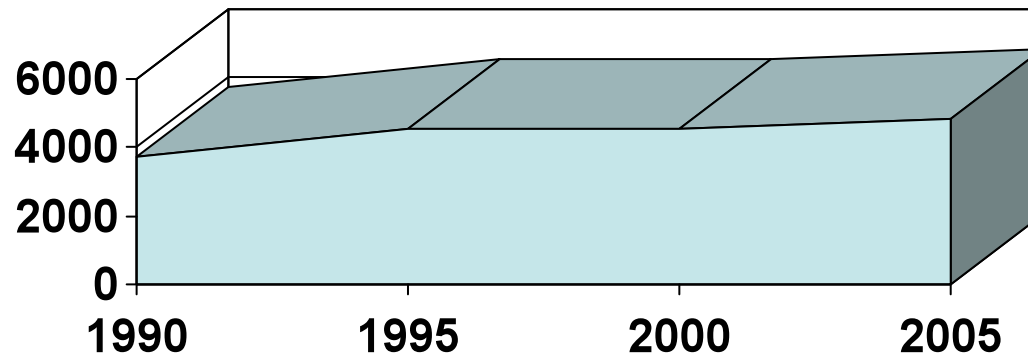
“Raw Trend Projection: 10 years pre/post”



... but, a “Raw Trend Projection” ...

- **is just a statistical projection**
- **assumes a steady state, not “tipping points”**
- **does not account for key demographic shifts:**
 - **regional population growth**
 - **increased cultural diversity**
 - **aging & out-migration of traditional cohort**
- **does not account for initiative or intervention:**
 - **“emerging spirit”**
 - **change program**
 - **the completely unanticipated**

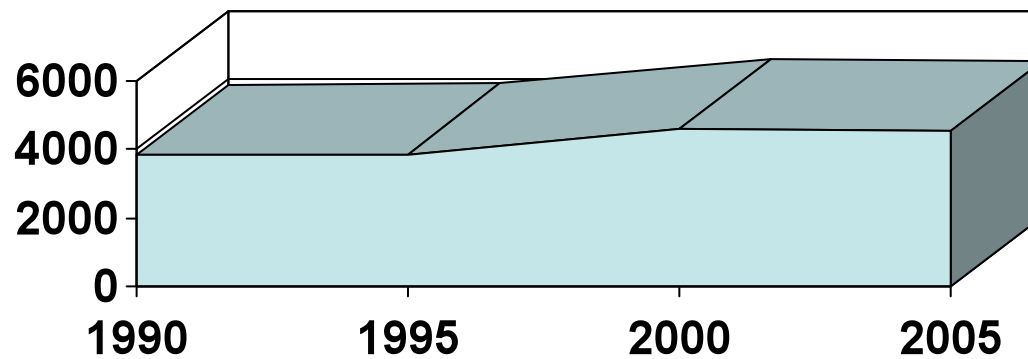
Finances: Gross Annual Income (constant 2005 \$000)



Rate of change, 1995 – 2005: + 6 %

Given the reduction in the number of supporting households during this period, the actual increase is a real achievement. It reflects an increased level of giving, and a growing reliance on income from rentals, etc.

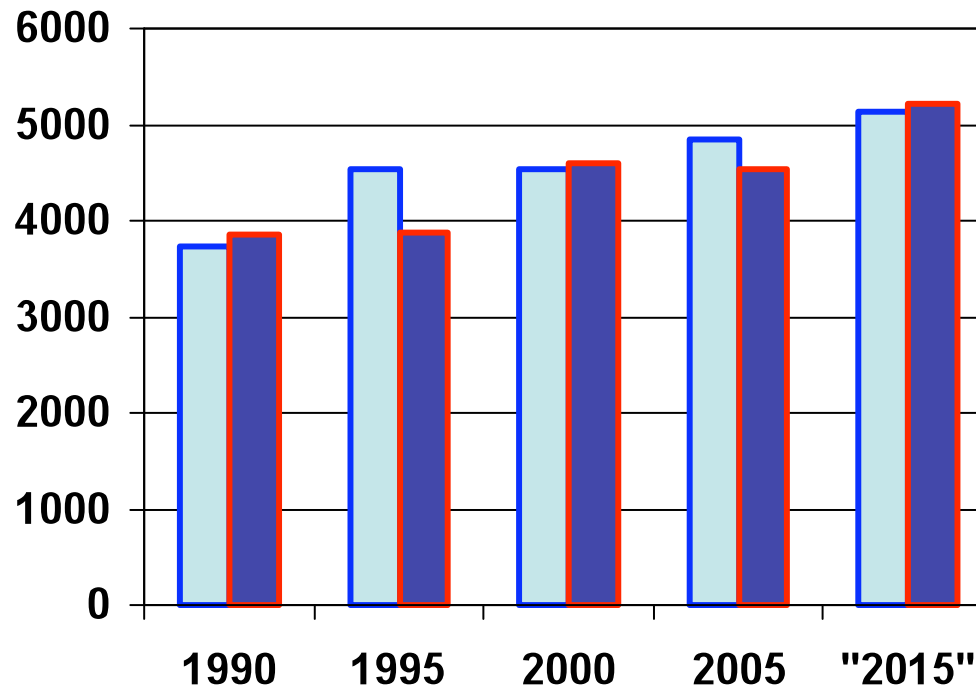
Finances: Gross Annual Expenditure (constant 2005 \$000)



Rate of change, 1995 – 2005: + 15 %

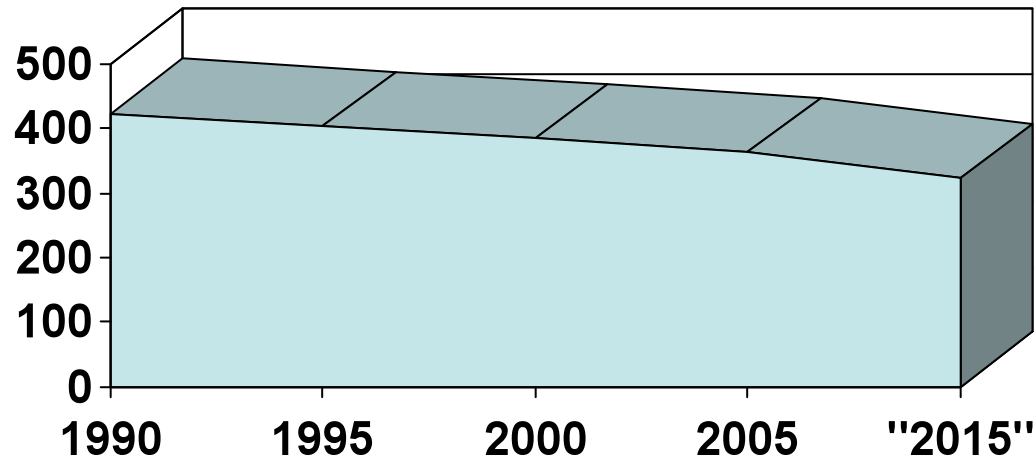
As margins tighten, more resources tend to be invested in maintaining existing infrastructure (salary & buildings), and less tends to be invested in mission & program.

Finances: Raw Trend Projection



Projecting forward the trend of the past 10 years, with expenditure growing at more than twice the rate of income, an on-going and increasing structural operating deficit emerges.

Finances: M&S Contributions (constant 2005 \$000)



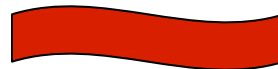
Rate of change, 1995 – 2005: – 11 %

*From \$ 422,191 in 1990 (over 11% of income)
to \$ 361,769 in 2005 (less than 7.5% of income).*

Survey Response: Mission

**Lots of Diversity in Style,
but Some Core Shared Characteristics:**

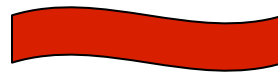
- *A caring, intimate community*
- *Dedicated to spiritual nurture*
- *Practicing Christian worship and music*
- *Seeking to be welcoming and inclusive*
- *Concerned with social justice and community*



Survey Response: Ministry

**... and a Clear Sense of a Community with a
Common Set of Unmet Ministry Needs:**

- *Homelessness & affordable housing*
- *Care for seniors*
- *Care for the poor*
- *Support for youth and families under stress*
- *A welcoming, non-judgemental spiritual home.*



Survey Response: Challenges

**No Surprises – just a Set of Factors that Run Directly
Counter to Things that Support the Mission & Ministry:**

- *Lack of financial resources or flexibility*
- *Lack of human resources / critical mass*
- *“Huge amounts of inertia” and fatigue*
- *Inability to attract younger or new members*
- *Decreasing and aging membership*
- *Reluctance to promote ourselves*
- *Fear of conflict and/or new ideas*
- *Busyness of work & home life*
- *Lack of diversity*
- *Mortgage, maintenance & renovation needs*



Survey Response: Priority

**... and a Clear Sense of what Needs
to Be Put in Place to Address them:**

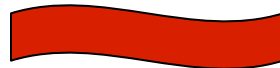
- *Regional youth workers*
- *Congregational ministries with children, youth & young families*
- *Spiritual care for clergy & lay leaders*
- *Presbytery staff & financial support for congregational redevelopment*
- *Presbytery staff for communications & personnel*



Survey Response: Future Prospects

**About 25% Expect to Close,
About 25% Hope to Maintain the Status Quo,
& About Half See an Urgent Need for Change based on:**

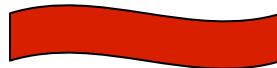
- ***An integrated approach to planning and congregational development, including financing, facilities & staffing;***
- ***Development of a capacity for multi-cultural ministry;***
- ***A public outreach and promotional strategy projecting a clear & distinctive United Church identity;***
- ***Ministry personnel skilled in youth & family ministry;***
- ***Ability to mobilize existing assets for reinvestment for a comprehensive, mission-focused, strategic approach.***



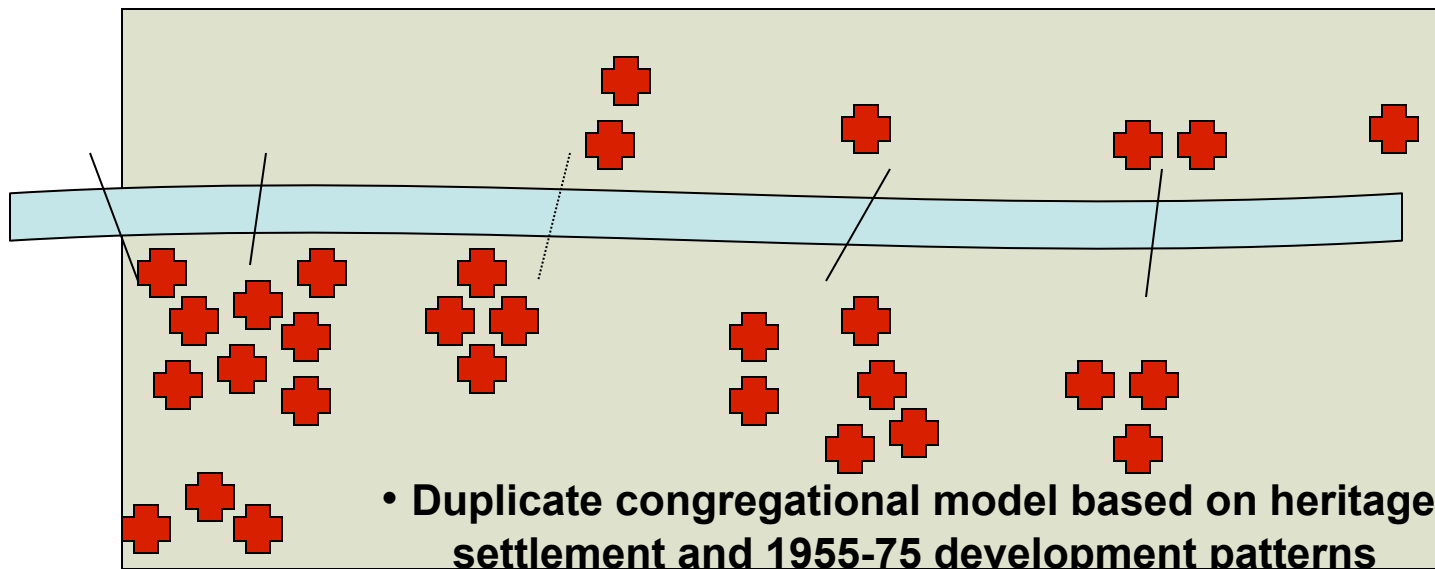
Survey Response: Change

... in other words, a need for a fundamental Change
in the style and structure of the Model:

- *Away from relatively autonomous congregations & toward a more integrated & coordinated denominational presence across the Presbytery*
- *Away from a system of oversight & direction that is volunteer & human resource-intensive & toward more stream-lined systems & professional management*
- *Away from dispersed, generalized & duplicated staff & toward a more strategically focused, specialized & programmatic capacity*

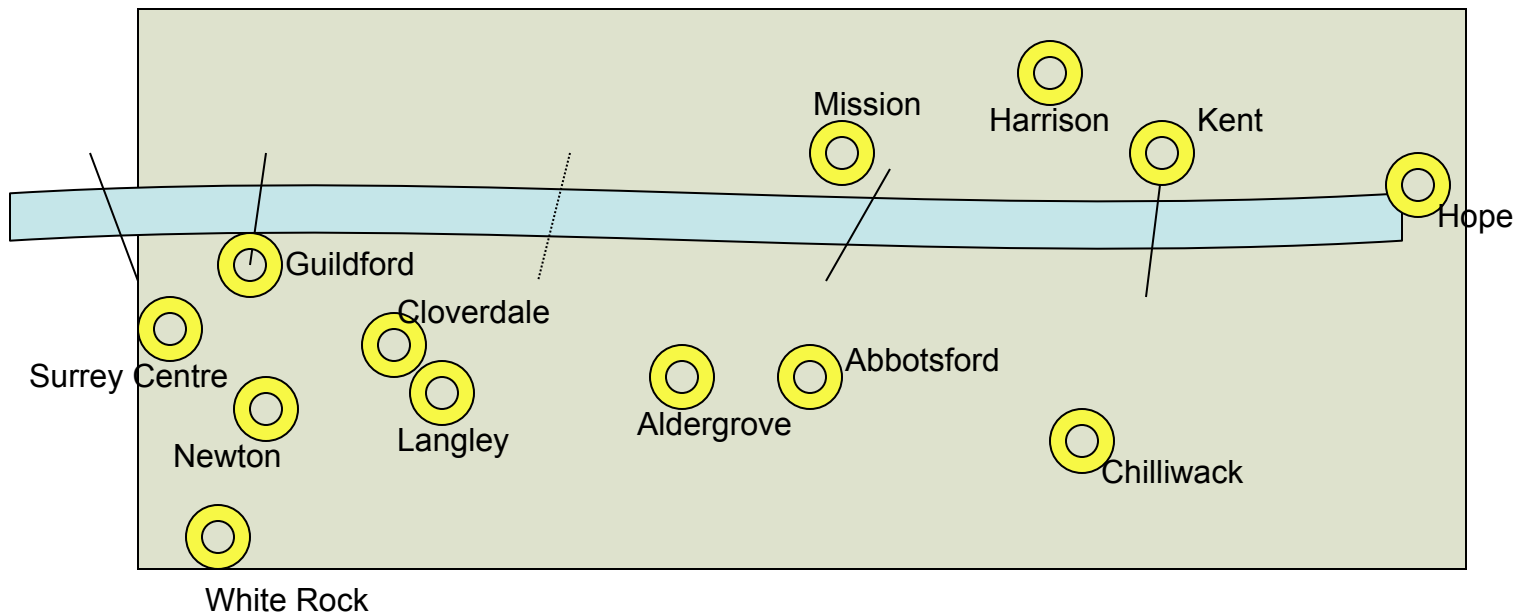


Fraser Presbytery: Schematic of Current Model

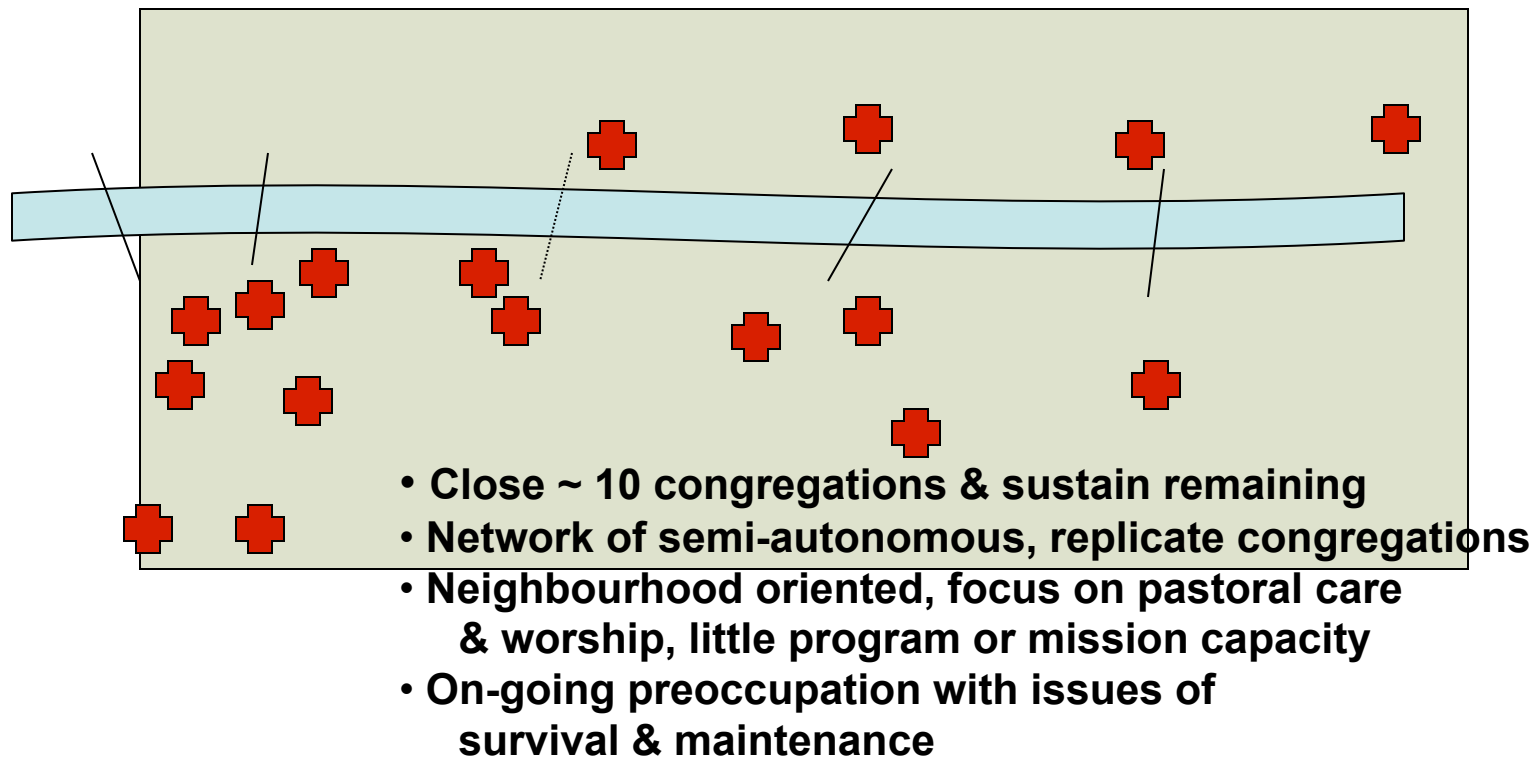


- Duplicate congregational model based on heritage settlement and 1955-75 development patterns
- Neighbourhood orientation with modest community service programs based on use of facilities
- High infrastructure & administrative overhead, reliance on volunteer & seconded management

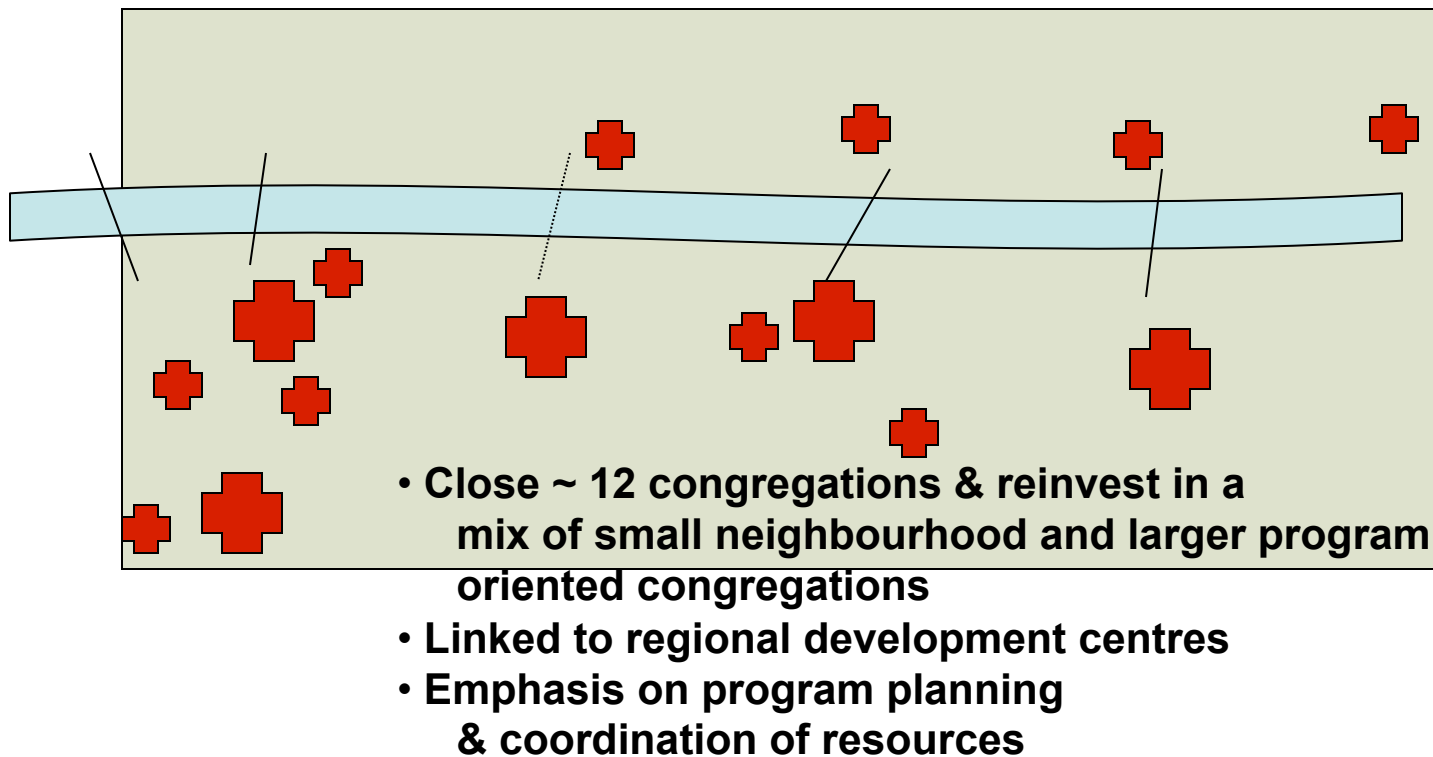
Fraser Region: Schematic of Strategic Development Model



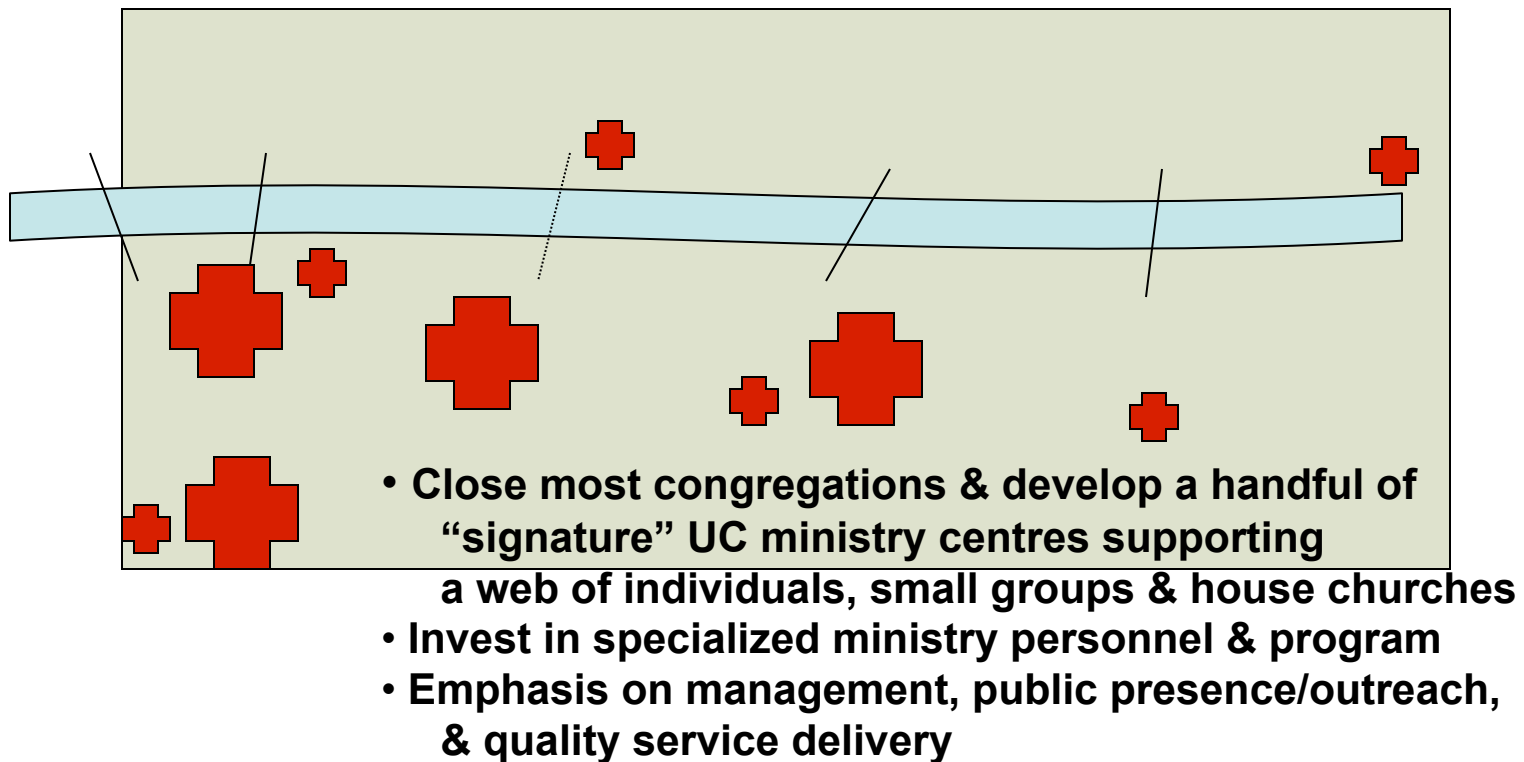
Scenario A: “Follow the Trend” Model



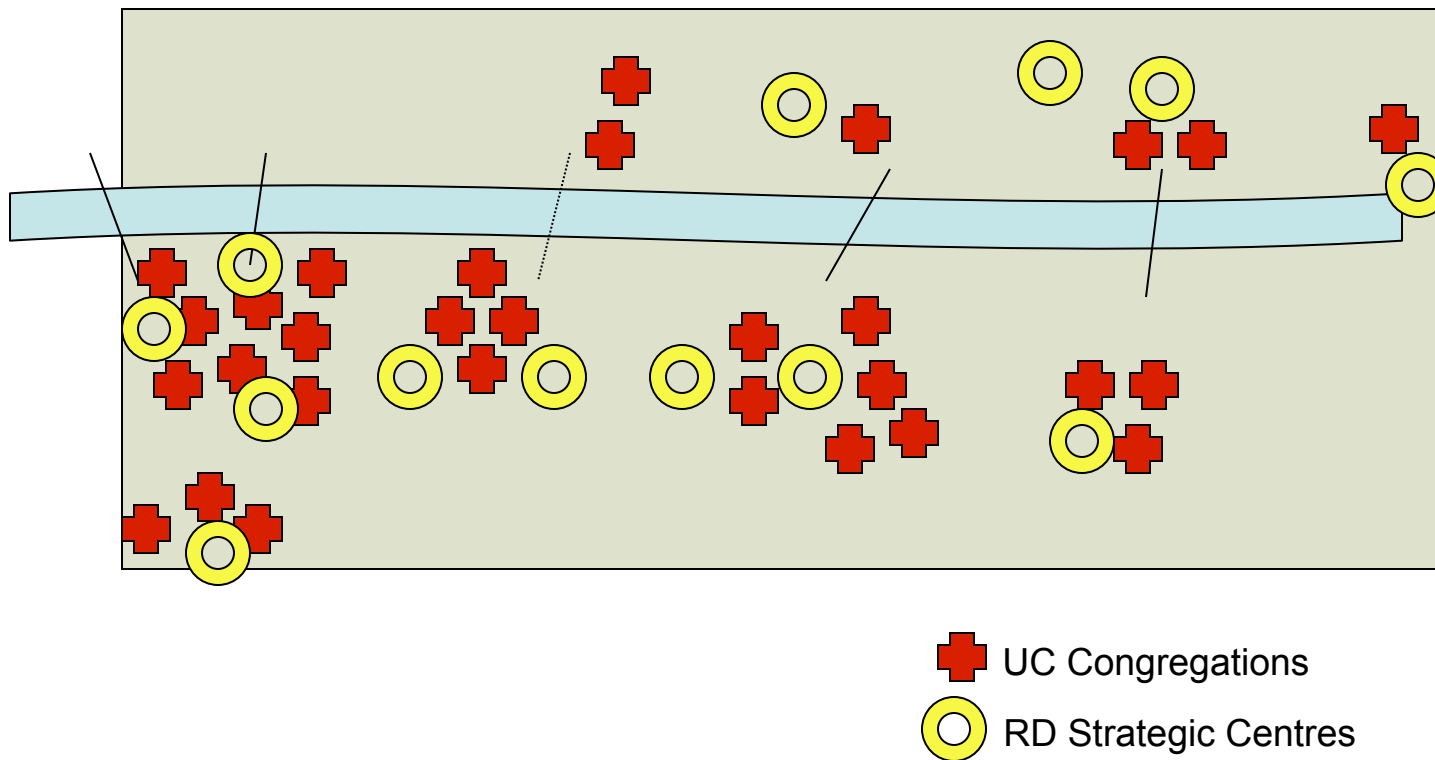
Scenario B: “Local Consolidation” Model



Scenario C: “Regional Strategy” Model

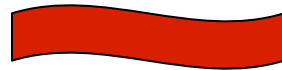


Scenario D: “? ? ?” Model



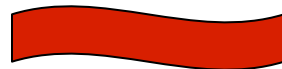
Proposed Mission

***The Mission of Fraser Presbytery is to foster
genuine, inclusive Christian community
by providing excellent ministry
and an alternative, welcoming, non-judgmental
spiritual home for individuals and groups
who feel excluded or marginalized.***



Proposed Key Directions

- A. Away from relatively autonomous congregations, and toward a more integrated & coordinated denominational presence across the Presbytery;***
- B. Away from a system of oversight & direction that is volunteer based & human resource-intensive, and toward more stream-lined systems & professional management;***
- C. Away from dispersed, generalized, duplicated & over-extended facilities & staff resources, and toward a more strategically focused, specialized & programmatic capacity.***



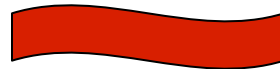
Proposed Core Competencies ...

- a. An approach to planning & congregational development that is integrated & coordinated, including in relation to financing, facilities & staffing;***
- b. The development of a capacity for multicultural outreach & ministry, distinct from the traditional segregated approach to ethnic ministries;***
- c. The development & implementation of a public outreach & promotional strategy based on projection of a clear & distinctive United Church identity;***



... Proposed Core Competencies

- d. The provision & support of professional capacity (executive leadership and personnel management) & ministry personnel skilled in and dedicated to youth & family ministry;***
- e. The ability to mobilize resources from the existing asset base of the Presbytery for reinvestment in a comprehensive, mission-focused, strategic approach.***



Recommendations ...

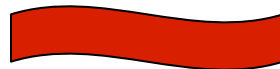
Phase 2

January – March 2009

a series of consultations within leading to decision-making at the March 2009 meeting of Presbytery ...

With a view to adoption of a Strategic Framework for future development of the Presbytery:

- ~ Presbytery Mission***
- ~ Key Directions***
- ~ Core Competencies***



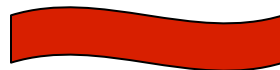
Recommendations ...

Phase 3

March – October 2009

development of a Strategic Plan & negotiation of policy agreements necessary to support it and identification of properties to be sold ...

With a view to adoption of the Strategic Plan by Presbytery at its October 2009 meeting.



Recommendations ...

Phase 4

October 2009 forward

*endorsement of Strategic Plan by BC
Conference Executive*

*... & recruitment of a Presbytery “Executive
Director” to lead implementation over 5 years ...*



Recommendations ...

Presbytery Ministries

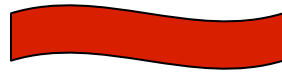
- 1. Generally, and specifically in relation to YAYA, focus on capacity building over program delivery.**
- 2. Re: Cultus Lake Camp, facilitate the establishment of an independent Society to operate the Camp in the interests of the community organizations it serves, & negotiate access to the facility for specified periods for provision of church programs.**
- 4. Re: Resource Centre, move toward closure.**



Fraser Presbytery

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A Future for United Church Ministry



Questions Comments Discussion