



Broad View
— UNITED —

Broad View United Strategic Direction 2026 – 2029

An Evolution of Our Shared Direction



We acknowledge and respect the Ləkʷəŋən (Songhees and Esquimalt) Peoples on whose territory Broad View United resides, and the Ləkʷəŋən and W̱SÁNEĆ Peoples whose historical relationships with the land continue to this day.

Broad View United is a progressive, open and welcoming community of faith that seeks to embody a vision of interconnected wholeness as a reflection of God's unconditional acceptance and love. We are committed to fostering an environment where all people are welcomed and celebrated regardless of sexual orientation, gender identity, race, age, mental or physical ability, spiritual beliefs, ethnic or cultural background, marital status, or economic circumstance. We express our Christian faith in ways that are invitational, inclusive, and grounded in action.

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This Strategic Plan represents a focused evolution of Broad View United's previous plan. It builds on areas where BVU is already strong – worship, music, small groups, outreach and community-building – while focusing on areas requiring greater clarity, coordination, and intentional development.

Many core ministries and activities are now well established and are outlined in a companion Core Activities & Operations document. This allows the Strategic Plan to focus on areas of growth, adaptation, and leadership attention.

This plan reflects a commitment to stewarding energy, capacity, and leadership wisely. Not everything will happen at once. The Board will identify a small number of priority actions to advance in the first 12-18 months, recognizing the importance of pacing and focus.



Our Strategic Framework

The 2026 - 2029 Strategic Direction is organized around three integrated pillars:

1. **Belonging and Care** - Strengthening the internal experience of connection, care, and participation.
2. **Community Presence & Storytelling** - How people encounter, understand, and connect with BVU from the outside.
3. **Sustainability & Responsibility** - Ensuring long-term organizational, financial, and leadership resilience.

These pillars are mutually reinforcing and together reflect how Broad View United lives its values – within the congregation and in the wider community.

This work is grounded in the teachings and way of Jesus – centering love, justice, compassion, and community. Our strategic priorities are expressions of this faith in action, lived out in ways that are meaningful, inclusive, and responsive in today's context.



Pillar 1: Belonging & Care

Why this matters now

Broad View United is navigating a season of transition, including changes in ministerial leadership, alongside broader societal challenges of social isolation and disconnection.

At the same time, there is a significant opportunity to strengthen ministry across the life span – from children and youth to seniors – ensuring that all people experience meaningful connection, care and spiritual support while addressing practical barriers such as space, transportation, time constraints and financial limitations that affect participation.

Particular attention is needed to:

- Strengthen ministry with children, families, youth and young adults as a vital expression of the church's future.
- Addressing social isolation, especially among seniors and those with mobility or transportation challenges
- Ensuring pastoral care is visible, accessible, and sustainable

Strategic Intent

Strengthen and sustain a culture of belonging, care, and spiritual connection where people across the lifespan feel known, valued and supported – and where no one is left feeling isolated or unseen.

Strategic Priorities

First Third Ministry (Children, Families, Youth, Young Adults)

- Engage directly with children, families, youth, and young adults as well as campus Ministry to understand their needs, hopes, and experiences.
- Identify and implement new approaches to participation, faith formation, leadership, programming, and intergenerational connection based on what is heard through the engagement process and the evidence regarding what works.
- Shape the church's culture, relationships and structure, spiritually grounded in the **six core commitments** that guide the regional First Third approach.
- Strengthen pathways for young people and families to engage meaningfully in the life of the church.
- Identify and implement meaningful, sustainable roles for congregants to support children, youth, and families (e.g., mentoring, hosting, relational support, etc.).



Reducing Social Isolation (Intergenerational)

- Create intentional opportunities for intergenerational connection beyond Sunday worship (e.g., shared meals, service, learning, and social gatherings).
- Develop practical approaches such as small groups, phone trees, and daytime programming.
- Ensure pathways for connection are accessible to both long-time participants and newcomers.

Spiritual Care & Pastoral Support

- Develop and implement a clear, sustainable plan for spiritual and pastoral care oversight and resourcing.
- Clarify roles for ministry personnel, lay leaders, and trained volunteers.
- Ensure regular and coordinated visitation, including for those who are home-bound.
- Explore models such as expanded lay care teams, specialized roles or partnerships with specialist organizations to strengthen care capacity.
- Build confidence in continuity and care through leadership transitions.

Welcoming & Connection Practices

- Strengthen first impressions and pathways into community life.
- Introduce practices such as designated welcomers or 'buddy systems'.
- Ensure children, families, and newcomers are intentionally welcomed and supported from their first point of contact.
- Develop consistent practices of invitation, follow-up, and relational connection to support ongoing engagement and connection.

Diversity, Inclusion & Belonging

- Continue to grow a diverse, inclusive and integrated community that meaningfully includes 2SLGBTQIA+ people, newcomers to Canada, those with disabilities, those with neurodivergence, and other underrepresented groups.
- Identify and address barriers to participation and belonging, including physical, sensory, cognitive, financial, and cultural barriers.
- Strengthen intercultural and intergenerational relationships across the congregation.
- Develop and implement accessibility practices in worship and community life (e.g., visual/audio supports, quiet spaces, sensory tools, inclusive facilitation approaches).



Integrated Ministry & Coordination

- Clarify roles, accountabilities and collaboration points across ministry areas.
- Identify where ministries overlap (First Third, 2SLGBTQIA+, Intercultural) and develop shared, mutually reinforcing approaches.
- Create regular coordination practices among staff and key ministry leaders.
- Align use of space, time and resources to support multiple ministry needs.

What success looks like

- People of all ages and backgrounds feel known, welcomed and connected.
- Increased participation from children, families, youth and young adults.
- Seniors feel supported, connected and able to participate meaningfully.
- No one is left isolated during gatherings or in times of need.
- Clear, trusted systems for pastoral care and visitation.
- Strong intergenerational relationships across the community.
- Evidence of growing cultural, generational and gender diversity within the community.
- People of varying abilities and neurotypes experience worship and community life as accessible, supportive and responsive to their needs.



Pillar 2: Community Presence & Storytelling

Why this matters now

Broad View United has a strong and vibrant internal community. The next step is to ensure that this vitality is visible, accessible, and clearly communicated to others.

Many people in the wider community are not opposed to church, but are unfamiliar with what it offers. This creates an opportunity to connect through authentic presence, meaningful action and clear invitation. This work also requires honest engagement with those who have experienced harm from religious institutions, approached with humility, accountability, listening, and consistent action to rebuild trust.

Strategic Intent

Develop a coherent, visible, and values-driven approach to engagement, communications, and learning that expands Broad View United's reach and invites meaningful participation.

Strategic Priorities

Engagement Strategy

- Clarify how people first encounter BVU and how relationships develop over time.
- Engage directly with children and their families, youth, and young adults as well as folks from multicultural backgrounds and other priority groups to understand their needs, hopes and priorities.
- Strengthen pathways for newcomers to move from initial contact to deeper involvement.
- Encourage personal invitation and one-to-one connection.
- Explore diverse formats for connection, including off-site, small-scale and non-traditional gatherings.

Communications & Storytelling

- Align messaging across platforms to clearly express who BVU is and what it offers.
- Ground storytelling in visible action – ensuring that what BVU does is clearly communicated and understood.
- Share stories that connect faith, community, and action.
- Clearly articulate BVU's identity as an inclusive, intercultural, and affirming community of faith, rooted in the local neighbourhood and connected to the wider region.



Visibility & Community Presence

- Increase BVU's visibility through signage, events, and community participation.
- Ensure BVU is recognizable when engaging in outreach and partnerships.
- Strengthen relationships with like-minded organizations, community partners and faith communities.

Transparency & Communication

- Increase transparency regarding leadership decisions, priorities, and financial stewardship.
- Provide regular updates to the congregation.
- Ensure communication and worship materials are accessible across multiple formats (e.g., large print, captioning, plain language, digital access).

Evaluation & Learning

- Develop simple ways to understand who BVU is reaching, who is missing, and what approaches are effective.
- Use feedback and learning to adapt and improve approaches over time.

What success looks like

- Increased congregational engagement & sense of belonging and ownership.
- Increased awareness of BVU in the wider community.
- More newcomers finding and connecting with the congregation.
- Clear, welcoming pathways into participation.
- Stronger alignment between BVU's values, actions, and public presence.
- Congregation feels informed, engaged, and connected to decision-making.



Pillar 3: Sustainability & Responsibility

Why this matters now

Sustainability for Broad View United includes financial, organizational, relational and ethical dimensions. As the congregation looks ahead, there is a need to strengthen long-term capacity while living out commitments to reconciliation, right relationship with First Nations, Inuit and Métis Peoples, environmental responsibility and shared leadership.

Strategic Intent

Strengthen Broad View United's capacity to live its values over time by aligning leadership, resources and structures with long-term sustainability, accountability, and faithful action.

Strategic Priorities

Financial Sustainability & Social Enterprise

- Explore and assess potential social enterprise opportunities aligned with BVU's values and develop a plan to implement at least one of these opportunities.
- Develop sustainable approaches to financial stewardship and revenue generation.
- Communicate clearly about financial health and funding models.

Staffing Strategy & Succession Planning

- Support staff well-being and effectiveness .
- Develop a staffing model that reflects current and future ministry needs.
- Ensure smooth leadership transitions and continuity of care.
- Ensure clarity of roles and coordination across ministry areas to reduce duplication, gaps, and capacity strain.

Space & Resource Optimization

- Assess and optimize use of physical space and scheduling to support diverse and sometimes competing ministry needs.

Leadership Development (Lay & Staff)

- Strengthen leadership development for lay leaders across all areas of BVU life.
- Identify, invite, and equip congregants to participate in ministry through clear, meaningful, and well-supported roles that leverage their gifts and expertise.
- Provide training opportunities to build confidence and participation.



Reconciliation & Land Justice

- Develop a shared understanding of what decolonizing practices mean in governance, decision-making and resource use.
- Identify and implement specific, accountable actions that deepen right relationship with First Nations, Inuit and Métis Peoples, through partnership, shared initiatives, and resource alignment (e.g., land justice practices, reciprocity fund, social justice solidarity).
- Demonstrate ongoing, visible progress over time.

Environmental Responsibility & Learning

- Continue deepening environmental practices as part of BVU's operations.
- Share learning and leadership with peer organizations.

What success looks like

- Clear and sustainable leadership and staffing structures.
- Increased participation in leadership across the congregation.
- Transparent and well-understood financial practices.
- Diversified and resilient revenue streams.
- Confidence in BVU's ability to adapt and thrive over time.
- Increased congregational understanding of the historical impacts of colonization and the concept of decolonization.
- Ongoing collaboration led by Indigenous Nations and Indigenous organizations demonstrated through shared initiatives and resource commitments in support of common goals (e.g., healing and reparation, social justice solidarity, building community).



Core Activities & Operations (Companion Document)

A companion **Core Activities & Operations document** outlines ongoing ministries and practices that are essential to Broad View United's life and have become embedded in day-to-day operations. These include, but are not limited to:

- Worship, faith formation, and spiritual life including ongoing pastoral care practices
- Social justice partnerships and community space-sharing
- Communications and information sharing
- Governance, leadership and administration
- Financial stewardship and resource management
- Volunteer coordination and staff support
- Facilities management and environmental practices

These areas are not the focus of strategic change unless identified within the pillars above.

Early Areas of Focus (First 12 - 18 Months)

This Strategic Direction outlines the full scope of areas BVU is called to attend to over time. Implementation will be phased, with the Board identifying a small number of priority actions at any given time based on capacity, leadership, and emerging opportunities. Not all priorities will be advanced simultaneously.

While all three pillars are important, initial focus will be placed on:

- Advancing pastoral care and connection systems (Pillar 1)
- Strengthening First Third ministry through listening and early action (Pillar 1)
- Improving pathways for welcome, connection, and retention (Pillars 1 & 2)
- Increasing visibility and communication of BVU's existing work (Pillar 2)

These represent the initial areas of concentrated effort and resourcing for the first 12-18 months.

LOOKING AHEAD

This Strategic Direction provides a focused framework to guide decision-making, resourcing, and learning over the next three years.

The Board will review progress annually and adapt the plan as needed. Regular updates will be shared with the congregation, with ongoing opportunities for feedback and participation.

This is a living document – grounded in who we are, and responsive to who we are becoming.



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Strategic Direction 2026 – 2029



Progressiveness - Integrity - Connectedness

3703 St. Aidan's St. Victoria, BC, Canada V8P 2V7
250-590-3677

info@broadviewunited.com
www.broadviewunited.com