



# UCV'S REDEVELOPMENT EXPLORATION

## 2016 – 2020:

## A REVIEW OF THE PROCESS

## WITH LESSONS FOR THE FUTURE

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**BY THE DECISION-MAKING TASK FORCE** (Nancy Barker, Rob Dainow, Leslie Kemp, Michael O'Neil and John Smith) \*note Cindy Cashin contributed to the data-gathering process and discussion in the first eight months of the Task Force's work.

June 1, 2022





Remember we set high standards for ourselves,  
and for our behaviour towards one another and the work we do together.  
Our principles commit us to sweating it through respectfully, constructively.

— Michael Clague, Co-Chair, UCV Redevelopment Committee

*From A Personal Note to UCV Members re the Campus Redevelopment Planning Process,*  
November 2020

## ACKNOWLEDGMENTS

The Decision-Making Task Force (DMTF) thanks the many people who contributed to this report. First, thank you to Cindy Cashin, our fellow DMTF member for the first eight months of our work. Cindy was a member of the Redevelopment Committee (RDC) for the full four years of its existence and provided key information from this perspective, along with being part of the DMTF's data gathering, interviewing, and early discussions. Even before the task force was created, Cindy was a champion for how the healthy communication within and from the Redevelopment Committee could inform future healthy relations at UCV. Cindy contributed significantly to the "voice" of this report.

Thank you to the Redevelopment Committee co-chairs, Michael Clague and Gordon Gram, who graciously responded to our multiple requests to check facts, timelines, and the accuracy of our interpretations. Their input has added integrity and coherence to our report. Thank you to all the additional members of the present Redevelopment Committee for some or all of the four years of the RDC's work, along with members of the earlier Redevelopment Resource Committee, members of the Vision Task Force, and members of the parallel Financial Sustainability Task Force. We heard and saw how the redevelopment exploration was the work of many hands. Many of these individuals were among those who volunteered to be interviewed for this review.

We thank the past president, Diane Brown, and the board for calling for this review, and Rev. Lara Cowtan and the Ministerial Transition Team for supporting the creation of the Decision-Making Task Force. We extend much gratitude to all our respondents, both those interviewed and those who provided written submissions. Particular thanks to Robert Brown, of Catalyst, for graciously providing his perspective well after Catalyst had finished its contract. Without the generous sharing of all these respondents there would be neither a review nor recommendations.

Finally, we on the task force want to thank one another for persisting valiantly and collegially through times of pandemic, fire, flood, illness, injury, and other pressing matters in and out of UCV to create this collaborative report. This was achieved with almost never seeing one another in person, owing to the pandemic that bracketed our entire review.

We also acknowledge the resources that informed our work. In our recommendations in this report and in our own meetings we were supported by the teachings of Miki Kashtan ([miki kashtan.org](http://miki kashtan.org)), founding member of the Nonviolent Global Liberation community, practical visionary, creator of the collaborative decision-making process, Convergent Facilitation (CF), and author of the book [\*The Highest Common Denominator\*](#) (2020). This book provides helpful guidance for applying CF and for leading meetings in general in a collaborative and efficient manner. One of us (Nancy Barker) also acknowledges Roni Weiner ([sundragonrising.com](http://sundragonrising.com)), Collaborative Practice and Decision-Coach, whose teachings are based and expand on the principles of CF; these teachings also supported our meetings, decisions, and recommendations.

Kashtan, Miki, *The Highest Common Denominator*. Oakland, CA: Fearless Heart Publications, 2020.

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## EXECUTIVE SUMMARY

This report analyzes UCV's four-year exploration of possible redevelopment of its campus, and uses the lessons learned from that exploration to compile recommendations for future UCV projects and other complex decision processes.

UCV has had longstanding concerns about its financial sustainability. UCV has also long been wanting to help address Vancouver's affordable housing crisis. In 2016, the UCV Board struck a Redevelopment Committee (RDC) to examine the merits of redeveloping the UCV campus with an eye to contributing to both the long-term financial stability of UCV and contributing to affordable housing in Vancouver.

This study of possible redevelopment extended from 2016 to 2020 and included contracting the not-for-profit developer, Catalyst Community Developments Society, for initial visioning and later business plan development. In the final year of the exploration, UCV began discussions with Community Land Trust (CLT), a non-profit social-purpose real estate developer with expertise in co-op housing.

Members voted at two different general meetings to continue from initial to subsequent phases of this redevelopment exploration, but ultimately voted in the November 2020 AGM to not continue with this project and the process was concluded. Some members of the congregation were concerned about some aspects of the process and certain elements of the final decision.

This examination has led to recommendations that UCV could follow in future decision-making processes, especially those decisions that would have a major impact on the congregation and community. One week after the November 2020 AGM decision not to proceed further with the redevelopment study, the President of the Board invited the Ministerial Transition Team (MTT) to establish a task force to study the redevelopment process. In a Sunday service shortly thereafter, a board member stated: "This Task Force will perform an analysis on the entire redevelopment process in order to create some kind of summary that catalogues how we got here, and difficult lessons learned. This is not a criticism of the Redevelopment Committee's work — their work was excellent. It is simply a look back at the process with the congregation in the hopes of gleaning greater understanding."

The resulting Decision-Making Task Force (DMTF) invited all members of the UCV community to provide input for this investigation. Interviews with twenty individuals provided the majority of the input forming the data for this report. Most of those interviewed had been closely involved in the project and/or were UCV leaders during this time span; also interviewed were a few "members at large." Several additional UCV members provided input in writing.

The DMTF learned that the process to examine redevelopment was widely regarded as extremely thorough, careful, and respectful, and that there were many opportunities for UCV members to engage. We heard from many of the interviewees about the outstanding diligence, patience, and integrity of the co-chairs of the Redevelopment Committee. There were many aspects of this process to repeat in future projects and areas that we recommend be strengthened. After extensive review and analysis of all the available input, we identified the following five main themes:

1. Trust in the Process.
2. Leadership and the Planning Process.
3. Engagement and Buy-in.
4. Democratic Process.
5. Healthy Relations.

Each of these themes (factors) is discussed in the full report. We found that the last four of the above five factors interacted to influence the first factor, trust, and thus to affect forward movement in the process. These elements affecting trust in big processes and decisions are illustrated in Figure 1, below.

Key supporting documents, including a timeline of events and documents related to the events on the timeline, along with other background documents, may be found in the Addenda. Key recommendations are listed here as a checklist in Table 1. A comprehensive checklist of all recommendations may be found in Table 7 in the Recommendation section (also in Addendum 1).

The DMTF concluded that the following eight characteristics for successful decision-making will greatly support both big projects and other complex congregational decisions, in large part by ensuring clarity in several areas and promoting trust and respect:

1. The project goals (purpose) are clearly in alignment with its vision and values:
  - Project vision and values are stated clearly and concisely at the outset.
  - Values are non-controversial.
  - All those affected are involved or represented in coming to agreement about the project's purpose (goals). All are consulted about the considerations to take into account in the decision, ideally through a facilitated participatory process.
  - Project goals are not in conflict with each other.
  - Project goals are underpinned by the project's stated vision and values.
  - Project goals, vision and values are in keeping with UCV's stated vision/mission and values.
2. A project planning team is appointed to lead any complex decision process, and if not representative of all views, this team commits to actively seek and consider the range of perspectives in the community about the project or decision. This team would actively seek to ensure that the points in item 1, above, are attended to.
3. There is a system of consistent oversight and support for the planning team from an overarching body (board, or delegated individuals and teams) with continuity throughout the project.
4. Project leaders, UCV leaders, and congregants agree to the congregationally approved and updated Covenant of Healthy Relations. The Covenant is reiterated throughout the project as needed, with support for addressing conflicts that arise during the project.
5. Terms of reference and rules of engagement are established at the outset.
  - *Terms of reference include oversight, support, and a periodic review process.*
  - *Terms of reference include an agreed upon time frame.*

6. Key definitions and options are explored and clarified at the beginning of the process and reviewed regularly.
7. An agreed-upon decision-making process is implemented at UCV and applied to the project/decision. Integration or convergence of disparate ideas is fostered through this process. Periodic training is offered to leaders and members of the congregation. Outside expertise in decision-making is considered.
8. At each decision step, UCV's capacity (human resources, financial resources, time, expertise) to proceed are reassessed.

UCV's history, like that of many communities, includes painful conflicts that have arisen in some complex decision-making processes. The DMTF believes that UCV's careful attention to the above eight characteristics, and attention to all the elements that contribute to trust in any big explorations (Figure 1), will result in more efficient and inclusive decision-making processes with durable outcomes that are widely accepted.

The DMTF hopes that the recommendations in this report will, if followed, help UCV thrive as a vibrant, healthy, and united congregation.

**TABLE 1: KEY RECOMMENDATIONS CHECKLIST** (SEE TABLE 7 IN THE RECOMMENDATIONS SECTION, P. 42, FOR A MORE COMPREHENSIVE LIST OF RECOMMENDATIONS).

When a big project or decision-making process is undertaken, consider the following:

- ☐ Is a leadership/planning team assigned to any projects and decisions that are complex and/or contentious?
- ☐ Is there trust and support for the leadership/planning team? Is there a process to build trust and robust buy-in for the leaders' decision-making?
- ☐ Is there widespread discussion and agreement from the outset about the vision, values and principles guiding the planning process, consistent with UU principles and our Covenant of Healthy Relations?
- ☐ Is there explicit commitment from all members to trust the good intentions of all involved?
- ☐ Is there a system for participatory decision-making such as Convergent Facilitation or sociocracy for arriving at common understanding of the purpose and considerations of the project?
- ☐ Are the project scope and parameters, including constraints and projected costs, defined and clear to all?
- ☐ Is there a reassessment of UCV's capacity (human resources, finances, time, expertise) at every decision point?
- ☐ Is there an overarching body (board, or delegated individuals and teams) providing consistent oversight of the project and support for the planning team leading the process, with continuity throughout the project?
- ☐ Is there clarity about roles and responsibilities, including who makes decisions on what aspects of the process (e.g., committee, delegated overarching body, board or congregation)?

- ☐ Is information about the decision and the decision-making process disseminated to congregants in a variety of modalities, with multiple well-advertised ways for congregants to ask questions and provide input?
- ☐ Are the decision-making leaders and groups seeking out all voices (including dissenters, those historically underrepresented, and others with unstated points of view) right from the beginning of the decision-making process?
- ☐ Are congregants encouraged to take responsibility to engage in the decision-making process by accessing the information provided, participating fully, and trusting the leaders to serve the community's interest?
- ☐ If a majority vote is planned, is the voting threshold for accepting a proposal clear from the outset?
- ☐ When voting on a project, is it clear what the alternative to the proposed project is (status quo or something else)?
- ☐ When a complex project or decision-making process is undertaken, is there conscious commitment of UCV leaders, project leaders, and congregation members to abide by the Covenant of Healthy Relations throughout the process?
- ☐ Does the Covenant of Healthy Relations include a system to track, intervene, and follow up on concerns and conflicts and to address conduct that does not uphold this Covenant?
- ☐ Are there opportunities for UCV leaders, project leaders, and congregation members to be trained in participatory decision-making processes, healthy communication, and bystander actions?
- ☐ Has a healthy relations advocacy team been established as a consistent presence that will work alongside the planning team for the duration of the project?

## INTRODUCTION

This report by the Decision-Making Task Force has two purposes: to review and summarize the four-year process to study redevelopment at UCV, and, based on the strengths of the process and challenges encountered, make recommendations for future decision-making processes at UCV.

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### REDEVELOPMENT

Over the years, UCV has contemplated redevelopment of its campus as a possible source of revenue and as a possible way to contribute to affordable housing in Vancouver. A significant financial shortfall prompted the UCV Board of Trustees to resolve in December 2016 to “undertake a process to determine the merits of redeveloping the campus at 49th and Oak exclusive of the sanctuary and respecting the original aesthetic of the 1964 design.” At that time, the Board appointed a Redevelopment Committee (RDC) to study the feasibility of redeveloping the UCV campus with a view to contributing to both financial sustainability and social housing goals.

The exploration of possible redevelopment extended from December 2016 to November 2020. This process is referred to variously in this report as a redevelopment “study,” “exploration,” “process,” and “project.” Co-chairs Gordon Gram and Michael Clague led this process for the entire four years. Many other UCV members participated in the planning team over the four-year process. Very early on, it was realized that to proceed at all, UCV needed the expertise and support of an outside consultant. Catalyst Community Developments Society, considered uniquely qualified as a not-for-profit real estate developer, was contracted near the beginning of the process. Catalyst managed the project for the first three years. Leaders of Catalyst first helped the congregation develop a vision and then, with majority approval, explored the feasibility of a non-profit housing development with a new Hewett Centre and administrative offices. Catalyst completed its initial commitment by providing a draft business plan for the proposed redevelopment in October 2019 and it delivered the final business plan on March 6, 2020. Catalyst had considered partnering with UCV to proceed with the development proposed in the business plan, if approved by UCV membership.

However, in January 2020, Catalyst indicated it would not proceed with the partnership with UCV (for reasons detailed in the report, p. 20). Subsequently, the RDC pursued discussions with Community Land Trust (CLT), a non-profit social-purpose real estate developer. In October 2020, CLT presented a draft letter of intent regarding a new development proposal for an approximately 50-unit co-operative housing development at the northwest corner of the UCV property. After careful consideration, the RDC determined that this was not in the long-term interests of UCV, and at the November 2020 AGM, a majority voted to not accept the CLT proposal. This decision marked the end of the four-year redevelopment exploration. The Timeline Table in Addendum 2B summarizes the key events of this process. Document links related to key events are included in Addendum 2C. A compilation of more than 140 relevant documents are available here: [Timeline Database](#).

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### THE DECISION-MAKING TASK FORCE

One week after the November 2020 AGM decision not to proceed further with the redevelopment study, the President of the Board invited the Ministerial Transition Team (MTT) to establish a task

force. The following announcement was made in the November 29, 2020 Order of Service: “We on the UCV Board are sensitive to the fact that there are some mixed feelings about the Redevelopment Committee’s recommendation to the Board, and the congregational vote at the AGM. The UCV Board of Trustees has asked the ministerial Transition Team [sic] to create a task force to see what may be learned from the Redevelopment process in order to inform future complex and democratic congregational decision-making.” (See Document 144, 2020-11-29 Order of Service, in [Timeline Database](#)).

The Decision-Making Task Force (DMTF) was created in January 2020 with Terms of Reference aligned with the above request (see Appendix A for Terms of Reference). The Task Force invited input from all UCV members, including from the chairs and members of the Redevelopment Committee, and from the outside consultants involved, in order to study the redevelopment process and provide guidance for the future.

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## OUTCOMES

The DMTF learned from respondents that overall, the process to examine redevelopment was regarded as extremely thorough, careful, and respectful, and that many opportunities for UCV members to engage were made available. Nonetheless, it became clear that UCV itself would benefit from more explicit systems around decision-making and healthy relations, and more clarity around overarching leadership of, and support for complex projects and decisions. Drawing from input received and from our own perspectives, we provide future decision-makers with checklists of important elements of visioning, planning, oversight, trust-building, and engagement (many of which were applied in the redevelopment project). We also make strong recommendations to the whole UCV community on improving and maintaining healthy relations.

## METHODS

### PLANNING

The DMTF considered the entire membership of UCV as our population of interest for eliciting input about the redevelopment decision-making process, and we also invited input from the developers. Our study covered not just the work of the Redevelopment Committee but also the involvement and impact of others involved with the process — the Board, the Circle of Concerns (a group of UCV members who had concerns about redevelopment), other committees, and members of the congregation. We invited all who had strong feelings — either positive or negative — to share their views about the redevelopment decision-making process.

### GATHERING INFORMATION AND QUESTIONNAIRE DESIGN

We chose personal interviews to gather information about the redevelopment process because they would allow us to have a full discussion with respondents and provide the opportunity to immediately clarify any comments, concerns, and ideas they expressed. Our interview questions were primarily open-ended. We made slight modifications to the interview questionnaire after our first few interviews by adding a question about what the interviewees hoped for from the DMTF's study and report. A copy of the final questionnaire is in Appendix 3B.

We interviewed 19 congregants as well as Robert Brown, founder and past president of Catalyst, and received email input from five additional congregants. We reached out to CLT for an interview but were unable to connect with a representative. Most, but not all, of those interviewed had extensive involvement in some aspect of the redevelopment process. Interviewees and those who emailed us directly will henceforth be referred to as "respondents." We also considered the content of emails circulated among members of the Redevelopment Committee during the four-year process, and among some other UCV members in the several weeks following the November 2021 AGM decision to not proceed with redevelopment. As well, we carefully considered the "Personal Note to UCV Members" from Michael Clague (RDC co-chair), which he shared with the board in November 2020 (see Document IX in Addendum 2C).

### DATA COLLECTION PROCEDURES

We tried as much as possible to be consistent in our questioning so that answers would be comparable. However, some respondents had particular views and insights, so we allowed digression in our interviews to capture this information.

We followed these nine steps in our interview process:

1. We advertised widely within the congregation, stating the purpose of our task force and inviting anyone to contact us if they were interested in expressing their views about the redevelopment process. We especially encouraged those who were directly involved in the process to heed our request. This included the Redevelopment Committee, those individuals or groups who worked with the RDC, and members who were on the Board during the redevelopment process.

2. We contacted each respondent to set a date and time for an interview and asked if they had a preference for which members of our task force interviewed them.
3. We had two interviewers in almost all cases so that one interviewer could record while the other interacted with the interviewee.
4. We asked if the respondent preferred an interview by Zoom or telephone, and if by Zoom, whether we had permission to record the interview so that we could use it if necessary to verify our interview notes. We advised them that we would destroy the recording afterwards.
5. Almost all respondents preferred Zoom and agreed to be recorded.
6. We created a written summary of the interview. Where there was a recording, we were able to verify, and correct notes taken during the interview.
7. We submitted the written summary to the respondent with an invitation for them to make corrections and to add anything missing and/or anything else they wished they had said during the interview.
8. The edited summary was posted on our DMTF Google drive so that all DMTF members could access it for our subsequent analysis.
9. The recording was destroyed.
10. Direct quotes attributed to individual respondents are included in the report with their permission.

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## ANALYSIS AND INTERPRETATION

We reviewed the interview summaries with a view to identifying main “themes,” i.e., actions, conduct or attitudes that were mentioned by several respondents. The frequency that each theme was mentioned provided a rough measure of the importance of that theme.

To arrive at our themes, we identified the many ideas and concerns that were expressed by our respondents. We looked for commonality in these ideas to identify major themes, or groups of ideas, which would cover the range of ideas expressed, but would not have a lot of overlap among themselves. We eventually arrived at five major themes: *Trust, Leadership and the Planning Process, Engagement and Buy-In, Democratic Process, and Healthy Relations*.

For each major theme, we compiled and consolidated what respondents said went well, what could be improved, and how this could be accomplished.

We framed the findings as much as possible in a form that could be applied to future processes, especially those with high impact. We see providing this guide for the future as the most significant and useful result of our work.

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## REDEVELOPMENT EXPLORATION TIMELINE

Critical for understanding the data we collected was a detailed knowledge of the sequence of events that occurred during the redevelopment process. This helped us understand many of the perceptions, feelings, and ideas expressed by our respondents. The redevelopment timeline spanned four years and

included a large number of events and documents. The Timeline Table in Addendum 2B is a summation of what we assessed as major events and decision points in the process. Links to documents related to key events are found in [Addendum 2C](#) (*Timeline Key Documents*), and a link to the entire collection of more than 140 relevant documents (listed in Addendum 2D) is available at [Timeline Database](#).

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## HOPED FOR OUTCOMES

We compiled what respondents recommended and what outcomes they hoped for as a result of the DMTF study from the following sources:

1. Answers to the following interview questions:
  - What would you recommend to mitigate any aspects of the RD process that you were concerned about?
  - What do you hope for as an outcome of the DMTF's work? (*Note that this second question was only included a few weeks into our interviews, and 7 of 20 interviewees were not asked this question.*)
2. Emailed input from UCV members to DMTF received March-April 2021.
3. Suggestions received by email from some Board and MTT members about what they would like to see included in the DMTF report, and additional input from co-chairs of the RDC (sought and received from Nov 2021-early 2022).

We included the vast majority of these suggestions (paraphrased and consolidated) in the checklists seen separately after each section below and combined into one comprehensive checklist in our Conclusions and Recommendations section. The most critical recommendations are listed above in Table 1 in the Executive Summary. For a detailed record of the input informing these recommendations, see Appendix E, Submitted Recommendations, Hoped-for Outcomes in Addendum 3, Background Reference Documents.

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## COMMITMENT, PROCESS AND ADDITIONAL REQUESTS

The DMTF held its first meeting on January 22, 2021. During the first two meetings we outlined the information we needed to collect and the procedures necessary to achieve our goal. June 6, 2021 seemed a reasonable target date for the completion of a final report. In April 2021, it became clear that tasks were taking longer than anticipated and that there were many more aspects to the redevelopment process than we had been aware of at the beginning. For example, to fact-check and place in context meetings and other events referred to by our respondents and then developing the timeline table (Addendum 2B) required review of [more than 140 documents](#).

We felt we were doing an important piece of work since our main goal was to provide, based on what we learned from the redevelopment process, guidance to future high-stakes decision-making processes to enable them to run more smoothly and have fewer conflicts and other distractions. We therefore paid

great attention to detail, varying points-of-view, leadership, external conditions, and other factors that contributed to or detracted from the likelihood of a successful decision-making process.

In May 2021, the congregation was embarking on discussions related to the proposed 8<sup>th</sup> Principle. The DMTF became involved as some within and outside the Task Force saw this as a decision process that might be undermined by concerns about including all perspectives in these discussions. We reached out to the minister and president of the board and were then invited by them to a meeting on June 29, 2021, where we shared DMTF learnings and recommendations that might support the 8th Principle discussions. From this time on, the DMTF spent considerable time both in and out of regular DMTF meetings discussing if and how lessons from our redevelopment exploration might apply to discussions around the 8<sup>th</sup> Principle. This had the impact of slowing us in our stated original purpose to review and make recommendations on the redevelopment exploration.

In December 2021, the president of the Board requested a preliminary recommendations report on the redevelopment project from the DMTF so that the board could consider these recommendations during its strategic planning workshop in January 2022. We paused in our work on the final report to compile, discuss, and share a preliminary list of recommendations that would be informative, accurate, and reasonably brief (Appendix G).

In total, we held about 50 meetings, conducted 20 interviews, reviewed 5 initial and several subsequent emails containing input directed to the DMTF, reviewed multiple development-related emails that were shared on UCV chat and amongst those involved in the redevelopment process, and exchanged over 5,000 emails amongst ourselves and in DMTF communications with others. In addition to the approximately 50 DMTF task force meetings, there were numerous meetings with only two or three task force members to discuss particular issues. Hence, what was projected to be a 5-month process evolved into a 16-month marathon. Finally, in only one of the fifty meetings were we able to meet in person, owing to the ongoing coronavirus pandemic. Our synergy might have been even greater with more face-to-face meetings.

We in the DMTF recognize that we could have improved transparency in our own process by reporting to the MTT both the anticipated delays to our first projected completion date (June 2021) and our subsequent delays. Ideally, we would also have proactively checked with the MTT and board earlier about supportive steps we could have taken in the interim. We received a request from the president of the board in December 2021 to provide recommendations that would be used for upcoming strategic planning. We then reached out for more input to ensure our recommendations included areas of particular interest to UCV leaders. We are grateful to members of the Board and the MTT and to the Redevelopment Committee co-chairs for their specific recommendations on relevant interim information and on elements of our final report that would make it most effective for future planning.

## KEY THEMES IDENTIFIED FROM INPUT RECEIVED

Following are the key themes we explore in more detail below:

1. Trust in the Process
2. Leadership and the Planning Process
3. Engagement and Buy-in
4. Democratic Process
5. Healthy Relations

### TRUST IN THE PROCESS



Successful decision-making processes require trust among those who are involved in the process and those who will ultimately be affected by the outcome. In our review of the redevelopment (RD) process, a majority of respondents indicated trust in the leaders and in the process. However, 12 of the 25 respondents mentioned they were aware of some other members' lack of trust in various aspects of the process. Some of the Redevelopment Committee's energy was then spent resolving resulting misunderstandings and conflicts. Trust in one another and in others' good intentions is a component of UCV's congregationally approved Covenant of Healthy Relations (Appendix F). This topic is outlined in more detail in the Healthy Relations section below.

The Decision-Making Task Force emphasizes that the majority of respondents trusted the Redevelopment Committee's process, and when speaking of co-chairs Michael Clague and Gordon Gram these respondents noted that they provided superb leadership in guiding the redevelopment process through four long years. Respondents who mentioned them spoke highly of their management skills and personal qualities. Comments included:

- The extraordinary, impeccable, "way-beyond-great" leadership of Michael Clague and Gordon Gram.

- They were very effective in responding to people's concerns, were able to say back to people what they heard and reflect their thoughts and concerns and tried to be extremely responsive to their thoughts and concerns, and willing to change the process as they went along.
- They outlined the process in a clear way, so we knew where we were in the process. The process was carefully planned.

Thus, the committee and, in particular, the co-chairs through their actions and responses contributed to trust in the eyes of the majority of respondents. Even with this high trust in the Redevelopment Committee and its leaders, we learned that trust was affected by a number of issues: degree of clarity and shared understanding of purpose, definitions, constraints and timeline; aspects of UCV leadership, oversight, and responsibilities; degree of member buy-in at the beginning; and some challenges in how we interacted with each other.

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#### SHARED UNDERSTANDING VS. MISUNDERSTANDING AND BIAS

Respondents reported that some members were unclear whether the purpose of the process was to explore the feasibility and wisdom of redevelopment or to actually promote redevelopment, i.e., there appeared to be a few congregants who did not trust the Redevelopment Committee to be unbiased in its analysis. In fact, the Redevelopment Committee's stated purpose was to gather information, synthesize it, and present it to the congregation so that congregants could make an informed decision.

A very small minority of congregants were heard to express distrust of the representative from Catalyst, the company that was assisting the UCV investigation. They perceived that the information that Catalyst provided was biased toward redevelopment. Catalyst representatives themselves were aware of mistrust from some members. At least one respondent assumed that Catalyst was doing a lot of the groundwork "for free" and this respondent was concerned that Catalyst's advice, if free, might be biased by self-interest. However, Catalyst was paid from the beginning.

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#### DEFINITION AND MISUNDERSTANDING OF TERMS

Many in the congregation were unclear about the definitions of terms like co-op and affordable housing. The legal definitions of each are complex and the models have changed over the years, so this confusion is understandable. By the end of the redevelopment exploration there still was not a shared understanding around the present-day operational and financial structure of co-ops, and that confusion of terms led to frustration and loss of trust for some. This is discussed further in the section on Leadership and the Planning Process.

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#### LEVEL OF EXPLORATION REGARDING CO-OPERATIVE HOUSING (CO-OPS)

In addition to confusion around the terminology, dismay arose when advocates for a co-op model did not have the sense that this option was sufficiently explored. The bulk of the RD exploration focused on the model proposed by Catalyst, although the co-chairs acted on the interest in co-ops by ensuring that their feasibility continued to be explored. In the end, after three years of study, Catalyst's proposal was withdrawn (see below in this section, under "Length of the Process"). In late 2020 a proposal for a co-op development was received from CLT (Community Land Trust). Based on recommendations

from the RDC and Board, the congregation ultimately voted to not proceed with the CLT proposal as "not in the long-term interests of UCV" (see the Democratic Process section for more details). This final decision to not pursue the co-op model proposed by CLT was very disappointing for a minority, for whom it caused a loss of trust in UCV's stated commitment to affordable housing.

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## LEADERSHIP

Several respondents commented on unclear oversight from senior UCV leadership. This may have contributed to some loss of trust in the process. This is covered in more detail in the section on Leadership and the Planning Process, below.

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## CIRCLE OF CONCERNS (COC)

This initiative by a few members of the congregation three years into the process was regarded as a positive and healthy indication of democracy by some respondents, and by others as a sign of lack of trust in leadership in general and in the redevelopment exploration process in particular. Further details about the Circle of Concerns can be found below in the section on Engagement and Buy-In.

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## TRANSPARENCY OF PROCESS

There was much praise for the transparency of the redevelopment process. The RDC regularly provided information through written communications, interim reports, forums, and meetings with specific groups. However, two respondents mentioned they knew of people who thought the process had a hidden agenda guided by influential members of the congregation. As well, one respondent commented that not all information filtered from the RDC to relevant subcommittees, and that information relayed to the congregation wasn't in concrete language, so this respondent perceived that a void of information created distrust. Some felt that information supporting the co-op model was withheld or not fully considered by Catalyst or the RDC. There was also a statement from one respondent that when projecting financial returns, we need to acknowledge to the membership that the numbers are only a best guess. Finally, two respondents mentioned lack of transparency around the decision to require a "yes" vote of 75 percent for a resolution on redevelopment to pass.

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## LENGTH OF THE PROCESS

How closely a project adheres to the predicted time frame can affect the level of trust. Further, even when a lengthy process is expected, a number of issues that can lower trust may arise over time. During this RD decision-making process such issues included:

- ***Change of Board members:*** At UCV, each year one-half of the board members change. Hence, new members must be informed about the status of any process, its purpose, and who is involved. New board members may have different ideas of how to proceed, or what should have been done. In the case of the redevelopment process, this lack of board continuity was exacerbated by the fact that the board did not have a clear formal role in the redevelopment process.

- **Latecomers:** Sometimes congregants became interested in the redevelopment process long after it started and would ask questions and propose ideas that had already been discussed and discarded for various reasons.
- **Change of conditions:** Three respondents mentioned how conditions changing over time can cause uncertainty, which, in turn, can lower trust. These include a perception of changing goals of the project; changing designations by the City (e.g., Heritage); changing housing market, rising construction costs and lowered revenue prospects; changing models of non-profit and co-op housing; and increasing risk for a developer when the decision process is prolonged. UCV's own financial situation also changed over the period of redevelopment exploration through receiving several significant bequests totalling over \$2,000,000, and this changed our perceived needs, and for some, altered the project goals.

At the end of January 2020, the RDC received a letter from Catalyst stating that it was withdrawing from the redevelopment process. This represents one of the most significant changes in conditions. The reasons indicated in the letter from Catalyst (see Document IV in [Addendum 2C](#)) were:

- Timely decision-making: The process had by this time gone on for three years whereas for most of their other projects, similar phases lasted “9-12 or at most 18 months.” With a prospect of more protracted decision-making at UCV in any upcoming phases, Catalyst stated they did not see their own and UCV's expectations about timing as aligned.
- Challenges in creating a trusting and respectful dialogue with some members of the congregation, raising “some concerns . . . regarding future partnership conversations and decision-making.”
- Ability of UCV to take on risk: Catalyst's letter mentioned “there were persistent significant concerns from various people involved and the inherent project risks may have been seen by UCV as too significant.”

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## RESPECTFUL RELATIONS

Fourteen of the 25 respondents expressed deep concern about disrespectful communications occurring at various stages of the process. These ranged from questioning the integrity of some members to criticizing fellow members without directly approaching them. In considering the mistrust and judgments expressed, many respondents referred to the need to reiterate and follow the congregation's Covenant of Healthy Relations (Appendix F). This topic is discussed in more detail in the section on Healthy Relations.

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## OTHER ELEMENTS RELATED TO TRUST

These include full engagement and commitment of the community, an agreed-upon democratic process, and timely, accurate information. The elements that combine to build trust in a process and thereby contributing to decisions that the community supports are illustrated in Figure 1, below (also included as Addendum 2A).

Figure 1. Factors Influencing Trust in Complex Processes and Decisions

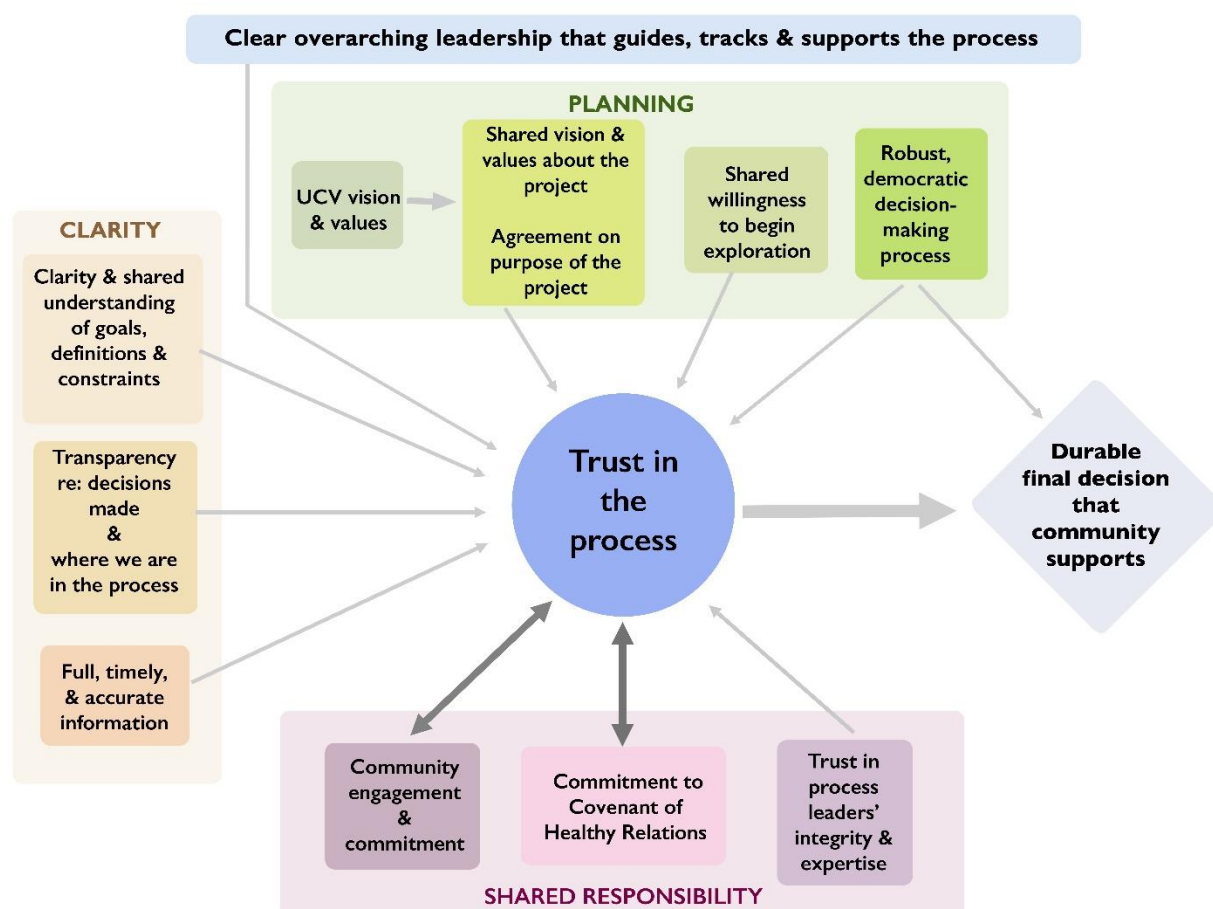


TABLE 2: TRUST CHECKLIST

- ☐ Is there trust and support for the leadership/planning team? Is there a process to build trust and robust buy-in for the leaders' decision-making?
- ☐ Is there explicit commitment from all members to trust in the good intentions of everyone involved?
- ☐ Is there transparency of board processes and role in the project?
- ☐ Is the minister's position on the project clear (or are their reasons for not taking a position clear)?
- ☐ Is the board sufficiently involved so that when a new board is elected, there is institutional memory of the status and history of the project, sufficient continuity of board members, and a clear record of the board's actions regarding the project?
- ☐ Do all members agree that regardless of how well they have followed or engaged with the process, they will respect the leadership and authority of the planning team, and will go first to that team with any concerns? Then, if not satisfied, do all agree they may next approach the overarching body?
- ☐ Do all members commit to trust that the project leadership will be the point of contact with outside consultants, and agree to go through the project leadership team with any questions or concerns?
- ☐ Are those who facilitate group processes trusted to hold all points of view with equal care?

## LEADERSHIP AND THE PLANNING PROCESS



A key strength of the process to study redevelopment at UCV was the decision to initiate a planning team very early in the process by appointing co-chairs of what would become the Redevelopment Committee. Central to the work of the RDC was the planning process itself. A planning process has several stages:

1. First, there should be agreement on the problem we are trying to solve: what is the key decision we are asking? Do we agree this is the right question? Framing the decision question will be guided by values and principles agreed upon at the outset. Values and principles also guide how participants treat one another and how participants work together as a team. Finally, values and principles also should guide what considerations are critical in the planning process and need to be connected to the overall vision/mission of UCV. It is important to develop an overall vision that is broadly agreed to by members of the congregation (even if the details of the project or decision are still in process).
2. Second is determining the methods or steps in the planning process. This should include establishing a planning team with clear terms of reference as well as clear goals and project parameters, including project scope, financial goals and identifying funding sources for the planning process itself. Even in decision-making processes that do not involve an actual project, but rather a decision about other matters (such as if and how we might implement a new statement about the faith), a designated planning team helps to ensure a robust participatory process.
3. Third is the actual work of building the plan and determining the criteria for selecting any outside consultants.
4. Fourth is the execution and tracking of the plan itself. Part of this tracking is to ensure we are monitoring capacity at each decision step: do we have enough resources (human resources, financial resources, time, expertise and other resources) to proceed?
5. Throughout all of the above processes, an agreed-upon robust participatory decision-making process should be used to ensure all interested parties are included and any decisions made are durable and

understood to be in the interest of the community. Strong leadership and oversight are required and integral to overall decision-making.

Respondents reflected on these stages in the process.

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## 1. PROJECT LAUNCH: VALUES, PRINCIPLES AND VISION

UCV's redevelopment process was guided by the Redevelopment Committee, co-chaired by Michael Clague and Gordon Gram. At the outset of the project, the RDC led a process for members of the congregation to examine our values and hopes. Early contributors included members of the Redevelopment Resource Committee. In that same period, UCV values and vision were being explored by UCV's Vision Task Force (see the Task Force's February 2017 *Report to the Congregation* (Document 14 in [Addendum 2D](#)).

The Project Vision ultimately developed is seen here:

At this mid-century point of its life, our vision for the campus of the Unitarian Church of Vancouver for the next 50 years is that of a compelling, beautiful, inter-generational home for Unitarians to worship and to celebrate. One respectful of the original design, one that provides an affordable place to live for a cross-section of our community, and a place for all Vancouverites to gather for spiritual enquiry, to enjoy arts and culture, and to engage in dialogue and action on matters of social justice and the environment.

The project must help ensure the long-term stewardship of the UCV assets in a financially and operationally sustainable way into the next 50 years.

(Published as a draft Vision in the document II, 2019-10-30: *Catalyst draft Business Plan*, in [Addendum 2C](#)).

The vision and values were reviewed at virtually every meeting. However, it was noted that significant numbers of people did not attend the meeting where values were identified initially or many of the other meetings along the way. Perhaps as a result, some congregants didn't know or didn't agree to the principles and contested them.

### *Conflict of Values*

For example, some respondents questioned if the values of providing low-cost housing and maintaining financial sustainability for UCV were compatible and thought there was a disconnect in combining these in one project. There was a question about how this disconnect could be bridged. Some respondents reported that some members thought generating income would conflict with Unitarian values and principles. One respondent questioned, later on in the process, if it was okay for UCV to make a "profit" from low-income people who would be renting in UCV's proposed redevelopment, or whether it was okay for Catalyst to make a "profit" managing this rental property.

### *Getting Congregational Buy-In to Vision*

Another respondent suggested that, before hiring outside consultants, the whole congregation should have been invited to consider the question of how members felt about redevelopment, about our ability to be financially self-sustaining over the long run and about providing housing. This respondent was concerned that the UCV board instead started with striking a committee rather than dealing with these underlying questions. They wondered if "skipping these fundamental questions at the beginning" may have been at the root of some of the disagreement that arose during the project, especially as it seemed

to this respondent that the consultant got into fine details before UCV could fully consider the broader picture. The concern about the possibly premature hiring of a consultant was reinforced by a few other respondents who maintained that we needed to get buy-in from the congregation before we approached an outside consultant or developer, using a “conscious process” at the beginning to bring in dissenters or people with concerns.

However, the board's decision to appoint a committee, who then engaged with an outside consultant to lead the whole-congregation visioning, was a recognition of UCV's limited volunteer and staff resources. UCV did not have the capacity to embark on even preliminary exploration without support from experts in the field of non-profit development. As well, independent of the contracting of the outside consultant, appointing a team at the onset of any project is essential for gathering congregational input on the underlying questions mentioned above about buy-in to the project and about vision, values and purpose.

Robert Brown from Catalyst reflected on his experience with other faith groups. First, he said, projects need to be connected to the mission of the organization and secondly, the vision for the project needs to be very clear, and everyone needs to have bought into that. He reflected that it seemed as if UCV did not have that clarity from the outset.

#### *Expected Norms for Discussion and How to Deal with Conflict*

It was noted that it is essential, particularly in a planning process of this magnitude, for agreement at the outset about the expected norms for discussion throughout the planning process and about how to deal with conflict when there is disagreement. UCV adopted a Covenant of Healthy Relations in 2005. However, it appears this Covenant was not referenced during the redevelopment process, an element that might have been reinforced with clear overarching leadership. Adhering to the Covenant is explored below in the Healthy Relations section.

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## **2. ESTABLISHMENT OF PLANNING TEAM, GOALS AND CLEAR PROJECT PARAMETERS**

#### *Redevelopment Committee Terms of Reference*

At the very beginning of the process, the UCV board established the Terms of Reference for this investigation and appointed the two co-chairs to the Redevelopment Committee. The stated two objectives for the redevelopment project were to explore:

1. If redevelopment can supply a steady income stream for UCV, and
2. If redevelopment can make a contribution to affordable housing in Vancouver.

#### *Project Goals*

In addition to the perceived incompatibility of these two key goals, one member of the RDC commented that it would have been helpful to have had a “more clear-cut financial goal at the beginning” and that the committee itself spent a lot of time figuring out what its task was, and in fact, this continued throughout much of the process. The Terms of Reference were described as vague by a RDC member.

One respondent said that there wasn't convincing evidence that we needed more money to survive. In 2019 a UCV Financial Sustainability Task Force was created to assess UCV's financial state. Another

respondent commented that social goals were not so clearly articulated and wondered if we supported *any* type of below-market priced housing, or only housing for the lowest income sector?

One RDC member mentioned that for some UCV members, not being sure of the minister's position might have contributed to their ambivalence. Rev. Steven Epperson was known to be a champion of addressing the housing crisis and he inspired many members to be advocates. Rev. Epperson did not state his preference regarding the redevelopment project. As the exploration of redevelopment proceeded, it became clear that if the project was going to be financially sustainable, the contribution to genuinely affordable housing was going to be limited. This was disappointing for some members and may have presented a dilemma for them about supporting the project.

### *Project Constraints*

There was a need to identify the project constraints at the outset, especially with respect to expectations. More oversight and input from UCV leaders on this point might have clarified these constraints. One interviewee suggested that since the rules guiding us were not clear from the get-go, the goal posts kept changing.

### *Clarity Around Key Concepts and Terms*

One of the initial stated goals of the redevelopment project was to contribute to affordable housing. As time went on, it became apparent that people had quite different ideas about how "affordable housing" was defined. At least one congregational forum discussed the differing definitions of terms such as "affordable housing," "social housing," and "subsidized housing." The distinctions were apparently not discussed at sufficient length in the beginning of the process for some people's understanding.

Later, it became apparent that if the development was targeted to "social housing" or a "co-op model" for people on limited income or people who required subsidized rent, that this would compromise the goal of sustainable income for UCV.

The concept of "co-op housing" was also subject to various interpretations. The idea of co-ops was introduced into the redevelopment conversation early on. However, there were varying perceptions of what a co-operative housing development was and how it might operate. There had been an older model of co-ops in Canada supported by the Canadian Mortgage and Housing Corporation (CMHC). It was noted that this model of co-op had largely disappeared over the years. Confusion about co-ops lingered right to the end of the redevelopment exploration process.

The Catalyst plan had mentioned a resident or tenant-run co-operative group that would function as a co-op in a limited way (see below under 4. Execution and Tracking of Plan).

However, another co-op concept was existent and active in the Vancouver area, and this was the model presented by Community Land Trust (CLT). This co-op concept was explored more thoroughly later in the timeframe of the redevelopment project, particularly when Catalyst withdrew and CLT was considered as a potential partner in a redevelopment project.

It was felt by some that clarification and more extensive dissemination of information earlier in the process with regard to all the types of co-ops (past, present and potentially future) could have changed the conversation and the process. Doing so may have helped to avoid some of the confusion about what

was feasible and disappointment about not proceeding with the co-op proposal that CLT offered late in the process.

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### 3. BUILDING A PLAN AND HIRING OUTSIDE CONSULTANTS

The key work of the investigation itself fell to Catalyst, who was contracted to explore redevelopment options, subject to the following parameters:

- preserving the existing Church
- possible replacement of the Education Building [Hewett Hall] with a new multi-use space
- creating an income stream
- create non-market rental housing

The contracted scope of work for the Feasibility Study included the following:

- mission and objectives, draft project vision
- policy and community context
- concept design development, including coordination with architectural firm and city
- financial analysis and financial models for all investigated options, including financial return to UCV
- project delivery structure and legal
- development timeline and next steps

It was estimated that this initial work would take up to four months to complete.

Before Catalyst was hired, references were sought, and discussions held with representatives of two other projects in which Catalyst was involved; Catalyst was highly regarded by both past clients and funding agencies and seen as eminently qualified to guide UCV in initiating the exploration of possible redevelopment. As noted above, some respondents commented that some of the initial visioning work could or should have been done before an outside consultant was contracted. However, contracting an outside organization with expertise in guiding such a complex process was considered necessary given UCV's limited resources.

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### 4. EXECUTION AND TRACKING OF PLAN

As the Timeline Table of the Redevelopment Process (Addendum 2B) shows, several forums were held for congregation members beginning in January of 2017, including workshops on visioning, values and objectives. Catalyst presented a workshop on February 25, 2017, where they summarized the Project Vision and outlined an upcoming Redevelopment Feasibility Study. NSDA Architects was engaged for concept design work in April 2017. The Redevelopment Feasibility Study (Document 26 in the [Timeline Database](#) in Addendum 2D) was completed in November 2017. The consultants offered three site development options, with further options for financial structure. In parallel, during this period, discussion from the Co-op Working Group on co-op housing models was shared with the RDC and a preliminary analysis of the potential for co-ops was carried out. The RDC Chairs had shared their view that a co-op development would not serve the RDC's mandate to generate revenue and retain control and ownership of the property. Nonetheless, because of the interest in co-ops, the RDC asked Catalyst

to include in the above Feasibility Study an exploration of co-op housing. The Feasibility Study states: “It is understood there is an interest in exploring alternative forms of tenure including Co-op housing, and this will be reviewed as part of the business plan phase.”

The congregation approved funding at the June 2018 EGM for Catalyst to proceed with developing a business plan (Stage 2), primarily focused on Development Option 1B (the preferred option of those in the feasibility study), “redevelopment of Hewett Centre to provide a 5-story mixed use building providing mixed income rental housing.” In the same year there were several forums on potential redevelopment and in the autumn a series of consultations and information sessions. In the same timeframe, there were meetings, site visits and further exploration of the co-op housing model. In March of 2019, a group within the congregation, named the “Circle of Concerns,” met to discuss their concerns about the proposed redevelopment (see Engagement and Buy-in for more details). The first component of the business plan, *Update on Development Delivery Models*, was shared with the RDC on April 30, 2019 (see Document 47, 2019-04-30 UCV Business Plan Update) in the [Timeline Database](#). The Draft Business Plan, which was completed October 30, 2019, outlined the steps for continuing to proceed with option 1B (see Document II in Addendum 2C). Both the April 30, 2019 and the October 30, 2019 business plan documents also outlined two possible tenure models, rental and co-op. Catalyst collaborated with CLT in this exploration of co-ops.

Catalyst submitted their final *Business Plan for Proposed Redevelopment* on March 6, 2020 (see Document V in Addendum 2C). Catalyst had already notified UCV two months earlier that they would not continue beyond that stage (see p. 20, for reasons provided). Further exploration of development, now focusing on the co-op model, continued with CLT, who presented a proposal in October 2020. It was determined that the CLT proposal of the co-op model could not meet the predictability of a budgeted annual revenue stream for UCV, and the land would be encumbered for the standard 99 years.

Following recommendations from the Redevelopment Committee, the congregational AGM voted in November 2020 to not accept CLT’s proposal for redevelopment.

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## 5. ROBUST, PARTICIPATORY DECISION-MAKING PROCESS WITH CLEAR LEADERSHIP AND OVERSIGHT

Congregational participation in the planning process is dealt with in greater detail in the Engagement and Buy-in section of this report. A close look at the Timeline (p. 50, Addendum 2B) will reveal both the extensive consultation process with the congregation, such as workshops and information sessions, and the thorough and extensive work of the RDC and its various sub-groups.

However, a number of respondents identified leadership and oversight as shortcomings because they perceived a lack of clear leadership action and lack of support from the Executive and the Board to the RDC, the group most directly engaged in this extensive project.

In any big project, such as this redevelopment process, there needs to be clear accountability and understanding of who does what. In striking a committee or task force, there should be clarity about how often and on what matters the committee reports to and receives input and support from the board and/or designated oversight body. Both in the beginning and throughout such a process, clarity around

involvement of broad layers of the organization is critical: board, parish minister, applicable committees and members of the congregation.

Leadership and oversight of a project of this nature is vital. There were at least three boards involved over the duration of this project, but, as one respondent reflected, “I don’t think they gave enough thought or guidance to what oversight of the process could have been useful and by whom.” There were suggestions that it would have been useful to ask what kind of support would have been helpful to the co-chairs and to the RDC as a whole, and perhaps also useful to broaden the mandate of the Committee early on. One respondent suggested that if there had been more participation from the board, it would have signalled to the congregation that the Board was backing the process. This would have also facilitated congregants bringing any concerns forward to the Board. Another noted, “there was no process outlined (and this should come from UCV leadership) about what the process of engaging, as a congregation, in an exploration of this sort, should look like. This should come from the church leadership, not from the Redevelopment Committee.”

Some noted that the delegation of decision-making could have been clearer. The Redevelopment Committee was set up without delegated powers. Robert Brown from Catalyst said that this was the only project he had been involved in where he never met with the board.

In summary, the appointment of a team (such as the RDC in this case) to lead a decision process is a critical step to first assess whether there is buy-in to the decision question being asked, to develop clear strategies for outreach and input, to research and engage outside resources where applicable, to monitor for ongoing engagement, to track capacity at each decision step, and to collaborate with an overarching leadership body with transparent lines of responsibility.

**TABLE 3: PLANNING AND LEADERSHIP CHECKLIST**

**PLANNING:**

- ☐ Is there agreement on the problem we are trying to solve: the key decision we are asking?
- ☐ Is there widespread discussion and agreement from the outset about the values and principles guiding the planning process, consistent with our UU principles and our Covenant of Healthy Relations?
- ☐ Has there been a process to develop a clear vision and goals for the project?
- ☐ Is the project consistent with the vision (and mission, if applicable) of UCV? Does the planning include considering the impacts for the more distant future, i.e., 10, 20, 30 years down the road?
- ☐ If some goals seem to conflict with one another, has there been a process to elicit common goals and/or prioritize the goals (e.g., Convergent Facilitation, sociocracy)?
- ☐ In a prolonged process, is there an opportunity to revisit these values and principles to remind the membership?
- ☐ Is there broad agreement that the outcome of the decision-making process will be accepted, knowing that it will be arrived at for the greatest community benefit?
- ☐ Does the planning/leadership group have clear terms of reference from the outset?
- ☐ Are the project scope and parameters, including constraints and projected costs, defined and clear to all?

- ☐ Is there a reassessment of UCV's capacity (human resources, finances, time, expertise) at every key decision point?
- ☐ If there is disagreement about the goals and constraints, is there a system for participatory decision-making such as Convergent Facilitation or sociocracy? Is there conscious awareness and agreement in the community about how these decisions are made?
- ☐ Are there clear go/no go parameters that all understand?
- ☐ Is it understood by all that the scope and parameters will be revised only for very compelling reasons such as a big change in conditions, with widespread buy-in for the changes?
- ☐ Are there clear timelines and contingencies for not meeting those timelines?
- ☐ If the timeline is extended, is this a conscious choice that is transparently justified?
- ☐ Has a protocol been established for naming, dating and filing documents to facilitate retrieval?

#### **LEADERSHIP:**

- ☐ Is there an overarching body (board, delegated individuals and teams) providing consistent oversight and support for the decision-making process, with continuity throughout the project?
- ☐ Is a leadership/planning team assigned to any projects and decisions that are complex and/or that potentially involve divergent positions?
- ☐ Is there a mechanism to check in with the project leaders to see what support they need?
- ☐ Are the leaders of the process and the other leaders involved equipped to lead a robust participatory decision-making process?
- ☐ Is there clarity about
  - roles and responsibilities, such as who makes decisions on what aspects of the process (e.g., committee, delegated overarching body, board or congregation)?
  - whether the minister will provide leadership and support for the decision-making process?
  - expectations of congregation members?
- ☐ Are definitions and steps of the process clearly documented and accessible by the general membership, with the input of experts (inhouse or external) included?
- ☐ Is there general agreement that once approval for a next step has been granted by the congregation, and dissent has been addressed as far as possible, all while following the Covenant of Healthy Relations, the leadership team of the project may proceed without revisiting the addressed concerns — and if necessary, a facilitated process be undertaken to explore continued dissension?
- ☐ For prolonged projects, is there a process to rotate leads or co-leads periodically (e.g., two people leading the process and then two people on the steering committee observing and learning in order to take over after an agreed term)?

## ENGAGEMENT AND BUY-IN



It is perhaps self-evident that no major decision-making process in an organization like UCV can succeed unless there is substantial and sustained congregational engagement and buy-in to the process. DMTF interview respondents noted that:

- Healthy engagement has positive effects on congregational decision-making and congregational well-being, and vice versa.
- Healthy congregational engagement is a requirement for future collective decision-making processes to succeed.
- Seeking congregational engagement at the beginning of a big process is a very positive platform for a successful process.

Congregational engagement and buy-in was one of the most prevalent themes in our DMTF interviews, mentioned by 18 of the 19 UCV members interviewed (95 percent). They expressed a variety of views about the extent of the congregational engagement in the redevelopment decision-making process, they also expressed quite divergent views about the role and value of the so-called Circle of Concerns (described below), and they offered both appreciations for engagement strategies that were used as well as additional suggestions for fostering engagement in the redevelopment decision-making process (and that can inform and guide future decision-making processes).

Note that “engagement” mentioned by respondents includes one or more of the following: efforts from the RDC to engage the congregation, responses from the congregation to invitations and circulated information, initiatives arising within the congregation, responses of the RDC to input, and engagement from UCV leadership with the RDC and the congregation.

Respondent comments reported here are summarized in Appendix C, in Table C1: Congregational Engagement Analysis, Table C2: Congregational Buy-in, and Table C3: Circle of Concerns.

## VIEWS ABOUT CONGREGATIONAL ENGAGEMENT

### *Initiatives from the Redevelopment Committee*

Many respondents provided positive feedback about the engagement within the Redevelopment Committee and noted that the co-chairs were committed to seeking and responding to feedback from the congregation. The RDC set up work groups to address concerns and special topics and the engagement of these teams was described as excellent. Respondents also noted that there was good engagement from the Environment Team and the Religious Exploration program. Furthermore, several noted that the RDC provided many opportunities for congregational engagement and shared lots of information so that congregants could be well informed of the work and progress of the RDC (although one respondent commented “perhaps not enough”). Many thought that the RDC’s approach to congregational engagement was excellent or good and that most of the engagement was positive.

### *Engagement by the Congregation*

One person felt that “only a minority of people did not engage with the redevelopment process.” On the other hand, others commented that there was “lack of congregational engagement,” and “more congregational engagement needed” at the beginning of this decision-making process, over its four-year duration, and at the end when the final vote was taken. As noted above in Planning, a respondent commented on low attendance at initial visioning workshops and at later forums. One person commented that “some may not have read all of the materials provided.” It was discouraging for the RDC when individuals who engaged only intermittently, and/or who were dissatisfied with the process or goals, and/or who did not acknowledge work already done did not follow the process of approaching the RDC directly but rather directed their concerns to UCV leadership. This is addressed in the Trust Checklist (Table 2, p. 21).

Some of the respondents who commented on low engagement attributed this to misperceptions/misinformation, distrust (see Trust section above), and a perception that those opposed to any redevelopment did not engage (and this perceived attitude frustrated some of the younger members and youth). This concern highlights why it is critical to assess whether there is buy-in right at the very beginning to the actual decision posed. As well, respondents speculated that engagement might have been limited for those uncertain about UCV’s financial need (one of the two principal goals of the redevelopment project), those advocating for a co-op model who did not have a sense that the co-op model was sufficiently explored, and those uncertain about the impact of the upcoming change of minister.

### *Engagement by UCV leadership*

Discontinuous leadership from the Board (which changed four times during the life of the RDC) and the minister (who, though he encouraged UCV members to be involved, was not seen as engaging significantly with the process himself and was not heard to express his own views) were perceived as contributing to lower engagement. In this setting, the continuity of the co-chairs and several RDC members who engaged with UCV members throughout the four-year project was a strength of the process. Ideally, there would be some continuity as well as some opportunity for respite within both the overarching body (board or designated oversight body) and the planning team so that both groups are fully resourced and can fully engage members.

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### CIRCLE OF CONCERNS (A CONGREGATIONAL INITIATIVE FOR ENGAGEMENT)

What came to be called the Circle of Concerns arose when a Board member decided in early 2019 to reach out to a few members they knew who had concerns about the redevelopment project. An informal private meeting of eight members on March 1, 2019, led to an invitation to all congregants to share their questions and concerns in a Listening Circle forum on March 31. Everyone's contributions in this Listening Circle were noted on a flipchart; these were summarized after the meeting and shared with the full congregation. A second Listening Circle was held on May 2, 2019, to share and explore these questions and concerns. The Circle of Concerns was not a formal group and held only these two meetings. The first Listening Circle (on March 31, 2019) was publicized in the Order of Service in the preceding two weeks. One of the RDC Co-Chairs asked the organizers of this Listening Circle if he could attend and, after considering how his presence as a co-chair of the RDC might inhibit some people, he was asked if he was okay to not attend, which he accepted. He was assured that all of the comments people shared at that meeting would be noted and shared (and they were). This co-chair attended the second Listening Circle (on May 2, 2019), and incorporated the concerns raised in this second Listening Circle into the RDC's ongoing forums and discussions. There was, as a result, no further need for the Circle of Concerns.

It is somewhat surprising, given the short life of this Circle of Concerns (COC), that 11 of the 19 members interviewed (61 percent) said something about it in their interviews — and that their views were so divergent: eight people spoke of it as a constructive part of a democratic process, though one of these proponents wished that the COC had advised the RDC of the Listening Circle before a congregation-wide invitation was issued, and four people spoke of it as dysfunctional and undermining the established democratic process. (One respondent offered both a positive comment and a concern, resulting in 12 reported comments from 11 persons.) Table C3, p. 70, summarizes these comments.

In response to the concerns conveyed through the Circle of Concerns and through other means, the Redevelopment Committee responded in person in forums, in email replies to multiple individual writers, and in a written summary released January 3, 2019: *UCV Campus Redevelopment Proposal: Member Concerns and Responses* (see Document 39 in [Timeline Database](#)).

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### FOSTERING ENGAGEMENT

Several respondents talked about creating a positive and constructive engagement process. A constructive and inviting engagement process can bring in dissenters so their concerns can be heard and addressed early. Listening and reflecting back what is heard was suggested as an effective strategy for engaging outliers (within limits, otherwise forward movement is stymied). Respondents noted that there was a conscious effort on the part of the leaders to address anxieties as they arose. Being even more proactive in anticipating people's anxiety was suggested as a way to engage those who were hesitant or fearful. One respondent suggested that "perhaps the use of a communications expert could have created more positive engagement" and another suggested using an "independent third party for healthy congregational engagement."

In conclusion, engagement and buy-in is essential for a successful congregational decision-making process. The RDC was acknowledged for their fulsome efforts to engage the congregation. As stated in

the RDC's *UCV Campus Redevelopment Note* in the January 5, 2020 Order of Service, "between January 2017 and December 2019 there were 18 events involving members sponsored by the board, the planning committee and the Circle of Concerns." The RDC further noted that information from these sessions was recorded and that it contributed to the planning work (see Document 77 in [Timeline Database](#)).

Yet there was still less than full involvement, part of which can be traced to unclear leadership, part to members' own roles in tracking and participating fully with open minds, and part of which related to human resources needed to organize engagement. Many strengths and suggestions can be taken from this experience to help support engagement in future decision-making processes at UCV. These can be found in the Engagement and Buy-In Checklist below.

**TABLE 4: ENGAGEMENT AND BUY-IN CHECKLIST**

**PROCESS LEADERS:**

- ☐ Are mechanisms in place to confirm and regularly reconfirm congregational buy-in to both the decision-making process and to the possible or probable outcomes of the decision-making process?
- ☐ Is there focused, facilitated, widespread brainstorming about the issue before committing to go ahead or start down a particular path, with all options discussed? Does that include the history of past explorations and projects?
- ☐ Is there an "engagement leader" or team who will track and coordinate communication to/from members and who may recruit volunteers?
- ☐ Has a survey been considered to see how aware members are about the process and if their expectations align with the plan?
- ☐ Are there opportunities periodically during the decision-making process for small group/committee discussions as well as whole-congregation forums? Does this include ample time and patience to hear from as many as possible, and to reach as much convergence as possible on next steps? Are those concerned about or opposed to the project strongly encouraged to attend such sessions?
- ☐ Are there sufficient opportunities for congregants to get information and to ask questions about the decision and the decision-making process?
- ☐ If the project/decision involves building or altering a physical structure, are there models to view the proposed location and appearance?
- ☐ Are there multiple well-advertised ways for congregants to provide input (e.g., by emails and Bulletins, posters, web-postings, announcements in Sunday services)?
- ☐ Are the decision-making leaders and groups seeking out all voices (including those historically underrepresented\*, dissenters, and others with unstated points of view) right from the beginning of the decision-making process? (\*Underrepresented members include IBPOC, youth, and others traditionally not heard from: people with language issues, less education, immigrants who have been taught never to contradict people especially their leaders, and people who are not able to get to forums or access online meetings.)
- ☐ Is there a clear mechanism for registering dissent?
- ☐ Is dissent explored early in big processes?
- ☐ Has every effort been made to let the dissenters know they have been heard and that there is a will to include

their concerns in making the decision (even if their concerns may not be fully resolved)?

- ☐ If the dissent surfaces later in the process, is it clear whether this represents concerns about new information or about information not previously addressed ("open loops"), versus representing ongoing resistance from the start (the latter not being amenable to a shift in willingness unless the whole project is changed)?
- ☐ If there are big or frequently expressed concerns, will a facilitated process be considered to hear and respond to these?
- ☐ When not many members are engaged or when some groups are underrepresented, is there a mechanism to gauge the degree of and determine the cause of apparent nonengagement and possible nonagreement?
- ☐ Is there an inventory of members' skills and expertise to support or possibly replace outside experts for some or all aspects of the project?

#### MEMBERS:

- ☐ Do the members agree that the process leaders may proceed even with some residual disagreement, provided all efforts have been expended to understand and resolve these disagreements?
- ☐ Do those with concerns or who dissent agree to abide by the stated processes for feedback, and also agree to follow the Covenant of Healthy Relations?
- ☐ Are congregants informed about and encouraged to take responsibility to engage in the decision-making process by:
  - attending meetings
  - asking questions
  - keeping track of project-related communications and events
  - discussing with others
  - encouraging others to engage
  - assuming leaders are acting in good faith?

## DEMOCRATIC PROCESS



The redevelopment process involved multiple decision points, which were for the most part rigorous and well-documented. In this section, we will draw attention to these key decision points. Consideration of redevelopment arose when a capital campaign in 2016 to raise funds for facility

maintenance and upgrading only reached half its target. The UCV Annual Report in 2017 stated that the financial sustainability of UCV continued to be at high risk. The UCV board therefore resolved in December of 2016 to “undertake a process to determine the merits of redeveloping the campus at 49th and Oak exclusive of the sanctuary and respecting the original aesthetic of the 1964 design.” The Redevelopment Committee was struck at this time and the objectives of the redevelopment exploration were established (see previous sections).

The RDC started by consulting with an outside group to assess the merits of redevelopment, realizing that they needed some input from an organization with expertise in this field. In January of 2017, the Catalyst Community Developments Consultants were thus contracted as a consultant to UCV. The RDC wanted to present a plan to the congregation for consideration and a vote. In preparing for this, Catalyst offered multiple sessions in 2017 to review UCV values, create project objectives based on these values, and develop mission statements. UCV members reviewed these processes through forums in late 2017 and early 2018.

An architect was engaged, and concept design work began in April 2017. The feasibility study reported in September of 2017 that there was merit in proceeding further along the path Catalyst was developing. Forums in late 2017 and early 2018 provided opportunities for UCV members to continue to review values and objectives, and to consider next steps.

Then at the June 2018 EGM the congregation approved undertaking Phase 2 of the Redevelopment Feasibility Study with Catalyst, based on the project objectives.

Rev. Steven Epperson's 2017 Annual Report stated the following:

Redevelopment of the UCV campus: You may all know that our congregation has been involved in a process to explore how, and in what ways, our site could be redeveloped in order to serve both our Vision and our long-term financial sustainability. The First Phase of that process is nearing completion, and we face significant decisions about how, or if, we are to proceed. I encourage all of us to seriously engage with the redevelopment process, to ensure that our voices are heard — including both our concerns and hopes for the future of our presence at 49th & Oak. This is a grave and important decision. Whatever the outcome, it should be informed by our democratic process—by the intensive, considered input from an engaged and well-informed congregation.

UCV members reviewed the options outlined in the feasibility study at the EGM in June of 2018 and approved funding for a business plan. Catalyst was engaged again to develop this business plan.

A series of consultations and information sessions were held in Autumn 2018 with members of the congregation to discuss key aspects of development. Multiple questions were asked during these consultations and information sessions, and objectives were outlined. There were questions about whether the design would reflect Unitarian identity. There were questions of monetary gains and whether or not these monetary gains would be worthwhile. There were also multiple discussions about whether UCV had the human resource capacity to complete this task.

There was a review of multiple stated objectives that included: enhancing the physical space, attracting more people, using the property to strengthen the community work and outreach, and providing strong financial stewardship. One of the main objectives was to provide housing across a spectrum of incomes, including family and intergenerational housing, as well as to demonstrate environmental

leadership and ensure accessibility. Other objectives derived from this included that the sanctuary would remain as is, that we would build a new Hewett Centre, and that we would maintain ownership of the property to keep options open for future generations.

An application for rezoning advice was submitted to the City of Vancouver. Catalyst submitted the preliminary component of a business plan to UCV in April of 2019, *Update on Development Delivery Options* (see Document 47, 2019-04-30 UCV Business Plan) in the [Timeline Database](#). The purpose of this early business plan was to provide all the information necessary for members to make an informed decision and answer the question of whether or not to proceed to the next phase of redevelopment.

It was hoped that the redevelopment would demonstrate architectural imagination and also be sensitive to the design of the sanctuary and its relationship to the courtyards. It was also hoped that the architectural design would reflect Unitarian principles and values and demonstrate environmental leadership.

Despite the initial work to clarify goals and objectives, some members of the congregation did not understand the terms of reference of the RDC or what authority had been delegated to it.

As noted above in the Leadership and the Planning Process section, members needed clarification about types and feasibility of co-op housing. The role of the co-op subcommittee of the RDC was not entirely clear even to the subcommittee's members: whether or not it was to have any influence or authority and how much information about co-op decisions the Redevelopment Committee would share with this subcommittee.

There were also questions along the way about the involvement of various segments of the UCV organization, including the board, the minister, and the member-organized Circle of Concerns. These questions are discussed in the previous two sections: Leadership and the Planning Process and Engagement and Buy-in, respectively.

The question of voting on the redevelopment project at the AGM was discussed at the UCV board near the end of the process. The board decided that there should be a high percentage of buy-in from the congregation for a major project such as this to go forward and thus that this vote would require a 75 percent majority to pass. The question of vote percentage had been discussed informally previously, but only came to a formal vote at the board late in 2019. Some members of the congregation felt that this benchmark was too high; some of these people felt the number should have been 66 percent. Some wished the voting threshold had been decided earlier.

The withdrawal of Catalyst from the redevelopment process in January 2020 completely changed the redevelopment question in many people's minds. There was another proposal in the fall of 2020 from CLT (Community Land Trust), but this was a different business model, with a different building plan and a projected smaller income stream to UCV. As well this would have required a long-term lease on the land. In addition, CLT expressed a desire to have further discussion regarding UCV's goals, values and mission, seemingly to gain a greater consensus before proceeding. The Redevelopment Committee felt that the proposal from CLT was not a viable option for achieving both redevelopment goals.

The last question that surfaced regarding the "democratic process" was the motion for the final vote at the 2020 AGM: "Be it resolved that the CLT proposal not be accepted for the reasons given in the

[Redevelopment] committee's assessment, as it is not in the long-term interests of the church." This motion to not proceed passed, i.e., the redevelopment plan was not accepted to go forward. Following this result, some members of the congregation expressed the opinion that instead of a congregational vote, the RDC could have simply presented their report and left the question of ongoing exploration of redevelopment open to any members of the congregation who still wanted to pursue some variation of the final proposal. One respondent believed that the process was so complex that some people voted "No" out of confusion.

In summation, this was a long process that most (though not all) considered robust from the outset. The Redevelopment Committee and UCV tried diligently to follow a strong democratic process. However, certain aspects of possible redevelopment and some definitions of terms were not always sufficiently clear to some members of the congregation. Ongoing questioning by various groups and individuals in the congregation led to multiple visions and projected outcomes. The prolonged process and the varying opinions in the UCV community contributed to Catalyst withdrawing from the project. Robert Brown, of Catalyst, pointed out that change is difficult for all organizations, yet when we resist a change, and choose not to act, we are still making a choice.

This situation was aptly described by one member, quoting the classic line, "you cannot please all of the people, all of the time" and adding, "especially an opinionated group of folks like Unitarians." However, one respondent hoped that this whole process and the final result will be seen overall as a success, as an outcome of what was a democratic process.

The Timeline Table in Addendum 2B summarizes the key events of this process. Some key documents are included in [Addendum 2C](#). A complete compilation of more than 140 relevant documents is available in Addendum 2D, [Timeline Database](#).

**TABLE 5: DEMOCRATIC PROCESS CHECKLIST**

- ☐ If a decision is to be made by majority vote, is the voting threshold for congregational votes clear from the outset (e.g., simple majority, two-thirds, etc.) and is this consistent with UCV's bylaws?
- ☐ When voting on a project, is it clear what the alternative is (status quo or something else)?
- ☐ Are mechanisms other than majority approval in place for decisions along the way, such as Convergent Facilitation, sociocracy, and "gradients of agreement"?
- ☐ If a final vote is undertaken, for efficiency, have written questions and oral answers been considered for the vote-related discussions?
- ☐ Is a vote wise and useful at the endpoint of this project? Have alternatives been considered?

## HEALTHY RELATIONS



Healthy relations, respect for one another, and how we deal with conflict were mentioned by a majority of respondents. All of the other themes above are interwoven into how conflict arises, is resolved, and is averted.

Many asserted that healthy relations are a congregational responsibility, requiring collective and individual ownership. Many, including the leadership of the Redevelopment Committee and the outside consultants, acknowledged that conflict is inevitable and that one ideally proactively prepares for it. A couple of respondents expressed a view that “there is a history of conflict at UCV,” and that conflict is not out in the open or acknowledged at UCV, or the seriousness of the conflict is minimized. One respondent speculated that among some Unitarians there is general distrust of leadership/authority, and that that contributes to conflict.

In contrast, as noted above in the section on Trust, a majority of respondents expressed trust in the people leading the redevelopment exploration process, and gratitude for the Redevelopment Committee co-chairs’ immense patience and diplomacy, which greatly supported healthy relations. A majority of respondents also believed that most of the general membership shared this trust in the leaders and process.

However, there was a sense of dismay from many respondents about how not everyone within the congregation was committed to communicating in healthy ways. Several respondents mentioned that people need reminders to read and follow UCV’s Covenant of Healthy Relations. The negative tone and content of a few communications to or about the Redevelopment Committee and/or about the consultant partner (Catalyst) were particularly distressing to several respondents. As well, a couple of respondents were concerned that a few publicly silent members were effectively undermining any exploration of the redevelopment through their silence as leaders or through their cynicism as members. One respondent was concerned about the viability and maintenance of the congregation, concerned about splitting into two factions — one that wanted to develop the property and one that didn’t.

Though mistrust was not expressed overtly very often, it nonetheless had an impact on the leaders and a damaging ripple effect on the whole process. The RDC leaders and the developer Catalyst expressed

discouragement that their expertise, motives, and integrity would be doubted. As noted under Engagement, some members who did not fully engage or who were dissatisfied did not go directly to the RDC with their concerns. At times, the RDC leaders did not get any response when they reached out to try to address concerns and bridge misunderstandings, which was demoralizing; moreover, mistrust lingered despite the leaders' tireless efforts. On occasion, when disputed claims were made, and clarified/corrected, misinformation was still circulated. The majority of respondents found such mistrust and undermining of the leaders disconcerting.

Fear, mistrust, and occasional unhealthy communications were, in turn, fuelled when some had a sense that their input was not heeded, valued, or incorporated despite their own participation in the process and efforts to be heard. A couple of respondents were not disturbed by apparent conflicts but perceived any "unhealthy" reaction as a call to seek, explore, and address underlying causes for the fear and mistrust. Others, as noted above, were dismayed by the tone regardless of the underlying cause.

Though a majority expressed that the RDC took great care to be clear and informative throughout the process, a few gaps in shared understanding and agreement persisted (e.g., regarding feasibility of a co-op development), leading to occasional expressions of mistrust in ways described by some as departing from the Covenant of Healthy Relations.

As illustrated in Figure 1 about Trust (p. 21 and in Addendum 2A), much fear and mistrust can be averted with establishing clear leadership, developing a shared vision and purpose at the beginning of the process, encouraging both member engagement and self-responsibility, and assuring at the beginning and throughout the process a shared understanding of terms and parameters. Reviewing (and updating as necessary) the congregationally approved Covenant of Healthy Relations and then posting it widely and incorporating it into all processes are recommended first steps for UCV to take following receipt of this report. Reiterating the Covenant early and often especially during complex processes and decisions would provide a structure to follow when misunderstandings occur.

Input from both respondents and DMTF members about strategies that would support healthy relations are consolidated into a recommendation checklist below.

**TABLE 6: HEALTHY RELATIONS CHECKLIST**

- ☐ Do we have a recently reviewed and affirmed congregational Covenant of Healthy Relations\*?
- ☐ Is the Covenant posted prominently in UCV's physical spaces, and easily located on the website?
- ☐ Do all committees, task forces, and other groups agree to the Covenant as individuals and as groups?
- ☐ Is the Covenant reviewed periodically, and is there a process for considering and incorporating feedback about the Covenant?
- ☐ Are new members asked to review and agree to the Covenant of Healthy Relations?
- ☐ Is there at least one service per year devoted to the Covenant of Healthy Relations?
- ☐ Does the Covenant include a system to track, intervene, and follow up on concerns and conflicts?
- ☐ Is there a process for addressing conduct that does not uphold the Covenant, including recommended actions

that bystanders can take?

- ☐ Has a healthy relations advocacy team been established as a consistent presence in the community?
- ☐ When a complex project or decision-making process is undertaken:
  - is there conscious commitment of UCV leaders, project leaders, and congregation members to abide by the Covenant of Healthy Relations throughout the process?
  - are we collectively committed to a healthy process, and do we all collectively commit ourselves to taking individual and collective responsibility for making it work?
  - is a "healthy process" clearly described (and posted/circulated) so that all know what we are committing to?
  - as UCV members, do we put the collective community's needs over our own personal preferences?
  - Do members commit to sharing information that can be confirmed is as factually accurate as possible? When errors in information and assumptions have been identified, do members agree that they will cease in circulating erroneous material?
- ☐ Will the healthy relations advocacy (HRA) team (or delegated members) work alongside the planning team for the duration of the project with a mandate to help watch for and follow up on possible misunderstandings or disgruntlement? Does this HRA team have a protocol for dealing with questions and comments that impugn any person's character or integrity?
- ☐ Are there opportunities and resources to learn and practice elements of collaborative/ compassionate communication, participatory decision-making, and bystander intervention training?
- ☐ Are values and commitments reviewed in the whole community, both at the start of and during complex projects/decisions, as well as in an ongoing way, as part of the life of this community?

**\*Note:** The Covenant of Healthy Relations (COHR), also referred to here as the Covenant, refers to the Covenant of Healthy Relations that was congregationally developed and approved in 2005 and reaffirmed by the Board in 2020, to be distinguished from other UCV covenants developed for specific purposes.

## CONCLUSIONS AND RECOMMENDATIONS

### CONCLUSIONS

In our review of the four-year process to explore redevelopment at UCV, the Decision-Making Task Force found that the process led by the Redevelopment Committee was widely seen as thorough, respectful, and handled with the utmost integrity, with extensive outreach to UCV members and openness to input. The early appointment of a planning committee to lead the project was a particular strength to be repeated in any project and other decision-making processes that are complex and possibly contentious. The continuity and commitment of the RDC's co-chairs and members over the lengthy time frame was a remarkable gift to the community.

We found that where challenges arose in the redevelopment project, they could be attributed to lack of shared understanding about terms, constraints, and goals (even with extensive information sharing); unclear lines of responsibility between the RDC and UCV leadership; an absence of an overarching body (board or designated group) to track the project and provide support; uncertain level of congregational buy-in for exploring the project at all; and inconsistent adherence by some UCV members to UCV's Covenant of Healthy Relations. Such factors may interact in any big project to lower trust and slow or halt forward movement.

We learned that several systems at UCV could be established or enhanced to support future complex decision processes. These systems include clear and continuous overarching leadership for such projects, an agreed-upon process or processes for decision-making, including for deciding on the overall purpose of the project or decision, and a mechanism to review and promote the Covenant of Healthy Relations and provide support for its application in all areas of UCV, especially during big projects and decisions.

### RECOMMENDATIONS

In order to make our findings useful and practical for future projects and other big decisions, and for the ongoing well-being of our spiritual community, we have listed our recommendations as checklists above (applicable checklist after each section) and have compiled all five of those checklists into one comprehensive series of recommendations below, in Table 7. We hope that these will guide future decision-makers in areas including visioning, planning, oversight, trust-building, engagement and democratic processes, and will guide the entire UCV community in improving and maintaining healthy relations.

Recommendations are based on the input received for this investigation: interviews, emails, and follow up and feedback from the RDC chairs, the UCV Board, and the MTT, along with the perspectives and conclusions of the authors of this report, the DMTF. For a detailed (though distilled) record of the input received, See Appendix E: Submitted Recommendations, Hoped for Outcomes, in Addendum 3, Background Reference Documents.

TABLE 7. FULL RECOMMENDATION CHECKLIST: CONSIDERATIONS FOR COMPLEX PROJECTS AND DECISION-MAKING PROCESSES (A COMPILATION OF CHECKLISTS IN TABLES 2 – 6)

## TRUST

- ☐ Is there trust and support for the leadership of the project? Is there a process to build trust and robust buy-in for the leaders' decision-making?
- ☐ Is there explicit commitment from all members to trust in the good intentions of everyone involved?
- ☐ Is there transparency of the board's processes and role in the project?
- ☐ Is the minister's position on the project clear (or are their reasons for not taking a position clear)?
- ☐ Is the board sufficiently involved so that when a new board is elected, there is institutional memory of the status and history of the project, sufficient continuity of board members, and a clear record of the board's actions regarding the project?
- ☐ Do all members agree that regardless of how well they have followed or engaged with the process, they will respect the leadership and authority of the planning team, and will go first to that team with any concerns? Then, if not satisfied, do all agree they may next approach the overarching body?
- ☐ Do all members commit to trust that the project leadership will be the point of contact with outside consultants, and agree to go through the project leadership team with any questions or concerns?
- ☐ Are those who facilitate group processes trusted to hold all points of view with equal care?

## LEADERSHIP AND THE PLANNING PROCESS

### PLANNING:

- ☐ Is there agreement on the problem we are trying to solve: the key decision we are asking?
- ☐ Is there widespread discussion and agreement from the outset about the values and principles guiding the planning process, consistent with our UU principles and our Covenant of Healthy Relations?
- ☐ Has there been a process to develop a clear vision and goals for the project?
- ☐ Is the project consistent with the vision (and mission, if applicable) of UCV? Does the planning include considering the impacts for the more distant future, i.e., 10, 20, 30 years down the road?
- ☐ If some goals seem to conflict with one another, has there been a process to elicit common goals and/or prioritize the goals (e.g., Convergent Facilitation, sociocracy)?
- ☐ In a prolonged process, is there an opportunity to revisit these values and principles to remind the membership?
- ☐ Is there broad agreement that the outcome of the decision-making process will be accepted, knowing that it will be arrived at for the greatest community benefit?
- ☐ Does the planning/leadership group have clear terms of reference from the outset?
- ☐ Are the project scope and parameters, including constraints and projected costs, defined and clear to all?
- ☐ Is there a reassessment of UCV's capacity (human resources, finances, time, expertise) at every key decision point?

- ☐ If there is disagreement about the goals and constraints, is there a system for participatory decision-making such as Convergent Facilitation or sociocracy? Is there conscious awareness and agreement in the community about how these decisions are made?
- ☐ Are there clear go/no go parameters that all understand?
- ☐ Is it understood by all that the scope and parameters will be revised only for very compelling reasons such as a big change in conditions, with widespread buy-in for the changes?
- ☐ Are there clear timelines and contingencies for not meeting those timelines?
- ☐ If the timeline is extended, is this a conscious choice that is transparently justified?
- ☐ Has a protocol been established for naming, dating and filing documents to facilitate retrieval?

#### LEADERSHIP:

- ☐ Is there an overarching body (board, delegated individuals and teams) providing consistent oversight and support for the decision-making process, with continuity throughout the project?
- ☐ Is a leadership/planning team assigned to any projects and decisions that are complex and/or that potentially involve divergent positions?
- ☐ Is there a mechanism to check in with the project leaders to see what support they need?
- ☐ Are the leaders of the process and the other leaders involved equipped to lead a robust participatory decision-making process?
- ☐ Is there clarity about
  - roles and responsibilities, such as who makes decisions on what aspects of the process (e.g., committee, delegated overarching body, board or congregation)?
  - whether the minister will provide leadership and support for the decision-making process?
  - expectations of congregation members?
- ☐ Are definitions and steps of the process clearly documented and accessible by the general membership, with the input of experts (inhouse or external) included?
- ☐ Is there general agreement that once approval for a next step has been granted by the congregation, and dissent has been addressed as far as possible, all while following the Covenant of Healthy Relations, the leadership team of the project may proceed without revisiting the addressed concerns — and if necessary, a facilitated process be undertaken to explore continued dissension?
- ☐ For prolonged projects, is there a process to rotate leads or co-leads periodically (e.g., two people leading the process and then two people on the steering committee observing and learning in order to take over after an agreed term)?

#### ENGAGEMENT AND BUY-IN

##### PROCESS LEADERS:

- ☐ Are mechanisms in place to confirm and regularly reconfirm congregational buy-in to both the decision-making process and to the possible or probable outcomes of the decision-making process?

- ☐ Is there focused, facilitated, widespread brainstorming about the issue before committing to go ahead or start down a particular path, with all options discussed? Does that include the history of past explorations and projects?
- ☐ Is there an "engagement leader" or team who will track and coordinate communication to/from members and who may recruit volunteers?
- ☐ Has a survey been considered to see how aware members are about the process and if their expectations align with the plan?
- ☐ Are there opportunities periodically during the decision-making process for small group/committee discussions as well as whole-congregation forums? Does this include ample time and patience to hear from as many as possible, and to reach as much convergence as possible on next steps? Are those concerned about or opposed to the project strongly encouraged to attend such sessions?
- ☐ Are there sufficient opportunities for congregants to get information and to ask questions about the decision and the decision-making process?
- ☐ If the project/decision involves building or altering a physical structure, are there models to view the proposed location and appearance?
- ☐ Are there multiple well-advertised ways for congregants to provide input (e.g., by emails and Bulletins, posters, web-postings, announcements in Sunday services)?
- ☐ Are the decision-making leaders and groups seeking out all voices (including those historically underrepresented\*, dissenters, and others with unstated points of view) right from the beginning of the decision-making process? (\*Underrepresented members include IBPOC, youth, and others traditionally not heard from: people with language issues, less education, immigrants who have been taught never to contradict people especially their leaders, and people who are not able to get to forums or access online meetings.)
- ☐ Is there a clear mechanism for registering dissent?
- ☐ Is dissent explored early in big processes?
- ☐ Has every effort been made to let the dissenters know they have been heard and that there is a will to include their concerns in making the decision (even if their concerns may not be fully resolved)?
- ☐ If the dissent surfaces later in the process, is it clear whether this represents concerns about new information or about information not previously addressed ("open loops"), versus representing ongoing resistance from the start (the latter not being amenable to a shift in willingness unless the whole project is changed)?
- ☐ If there are big or frequently expressed concerns, will a facilitated process be considered to hear and respond to these?
- ☐ When not many members are engaged or when some groups are underrepresented, is there a mechanism to gauge the degree of and determine the cause of apparent nonengagement and possible nonagreement?
- ☐ Is there an inventory of members' skills and expertise to support or possibly replace outside experts for some or all aspects of the project?

#### MEMBERS:

- ☐ Do the members agree that the process leaders may proceed even with some residual disagreement, provided all efforts have been expended to understand and resolve these disagreements?

- ☐ Do those with concerns or who dissent agree to abide by the stated processes for feedback, and also agree to follow the Covenant of Healthy Relations?
- ☐ Are congregants informed about and encouraged to take responsibility to engage in the decision-making process by:
  - attending meetings
  - asking questions
  - keeping track of project-related communications and events
  - discussing with others
  - encouraging others to engage
  - assuming leaders are acting in good faith?

### DEMOCRATIC PROCESS

- ☐ If a decision is to be made by majority vote, is the voting threshold for congregational votes clear from the outset (e.g., simple majority, two-thirds, etc.) and is this consistent with UCV's bylaws?
- ☐ When voting on a project, is it clear what the alternative is (status quo or something else)?
- ☐ Are mechanisms other than majority approval in place for decisions along the way, such as Convergent Facilitation, sociocracy, and "gradients of agreement"?
- ☐ If a final vote is undertaken, for efficiency, have written questions and oral answers been considered for the vote-related discussions?
- ☐ Is a vote wise and useful at the endpoint of this project? Have alternatives been considered?

### HEALTHY RELATIONS

- ☐ Do we have a recently reviewed and affirmed congregational Covenant of Healthy Relations\*?
- ☐ Is the Covenant posted prominently in UCV's physical spaces, and easily located on the website?
- ☐ Do all committees, task forces, and other groups agree to the Covenant as individuals and as groups?
- ☐ Is the Covenant reviewed periodically, and is there a process for considering and incorporating feedback about the Covenant?
- ☐ Are new members asked to review and agree to the Covenant of Healthy Relations?
- ☐ Is there at least one service per year devoted to the Covenant of Healthy Relations?
- ☐ Does the Covenant include a system to track, intervene, and follow up on concerns and conflicts?
- ☐ Is there a process for addressing conduct that does not uphold the Covenant, including recommended actions that bystanders can take?
- ☐ Has a healthy relations advocacy team been established as a consistent presence in the community?
- ☐ When a big project or decision-making process is undertaken:
  - is there conscious commitment of UCV leaders, project leaders, and congregation members to abide by the Covenant of Healthy Relations throughout the process?
  - are we collectively committed to a healthy process, and do we all collectively commit ourselves to taking individual and collective responsibility for making it work?

- is a "healthy process" clearly described (and posted/circulated) so that all know what we are committing to?
  - as UCV members, do we put the collective community's needs over our individual personal preferences?
  - Do members commit to sharing information that can be confirmed is as factually accurate as possible?  
When errors in information and assumptions have been identified, do members agree that they will cease in circulating erroneous material?
- ☐ Will the healthy relations advocacy (HRA) team (or delegated members) work alongside the planning team for the duration of the project with a mandate to help watch for and follow up on possible misunderstandings or disgruntlement? Does this HRA team have a protocol for dealing with questions and comments that impugn any person's character or integrity?
  - ☐ Are there opportunities and resources to learn and practice elements of collaborative/ compassionate communication, participatory decision-making, and bystander intervention training?
  - ☐ Are values and commitments reviewed in the whole community, both at the start of and during complex projects/decisions, as well as in an ongoing way, as part of the life of this community?

**\*Note:** The Covenant of Healthy Relations (COHR), also referred to as the Covenant here, refers to the Covenant of Healthy Relations that was congregationally developed and approved in 2005 and reaffirmed by the Board in 2020, to be distinguished from other UCV covenants developed for specific purposes.

## ADDENDA

### 1. CHECKLISTS

#### KEY RECOMMENDATIONS CHECKLIST

**TABLE 1: KEY RECOMMENDATIONS CHECKLIST** (SEE RECOMMENDATIONS SECTION FOR A MORE COMPREHENSIVE LIST OF RECOMMENDATIONS).

When a big project or decision-making process is undertaken, consider the following:

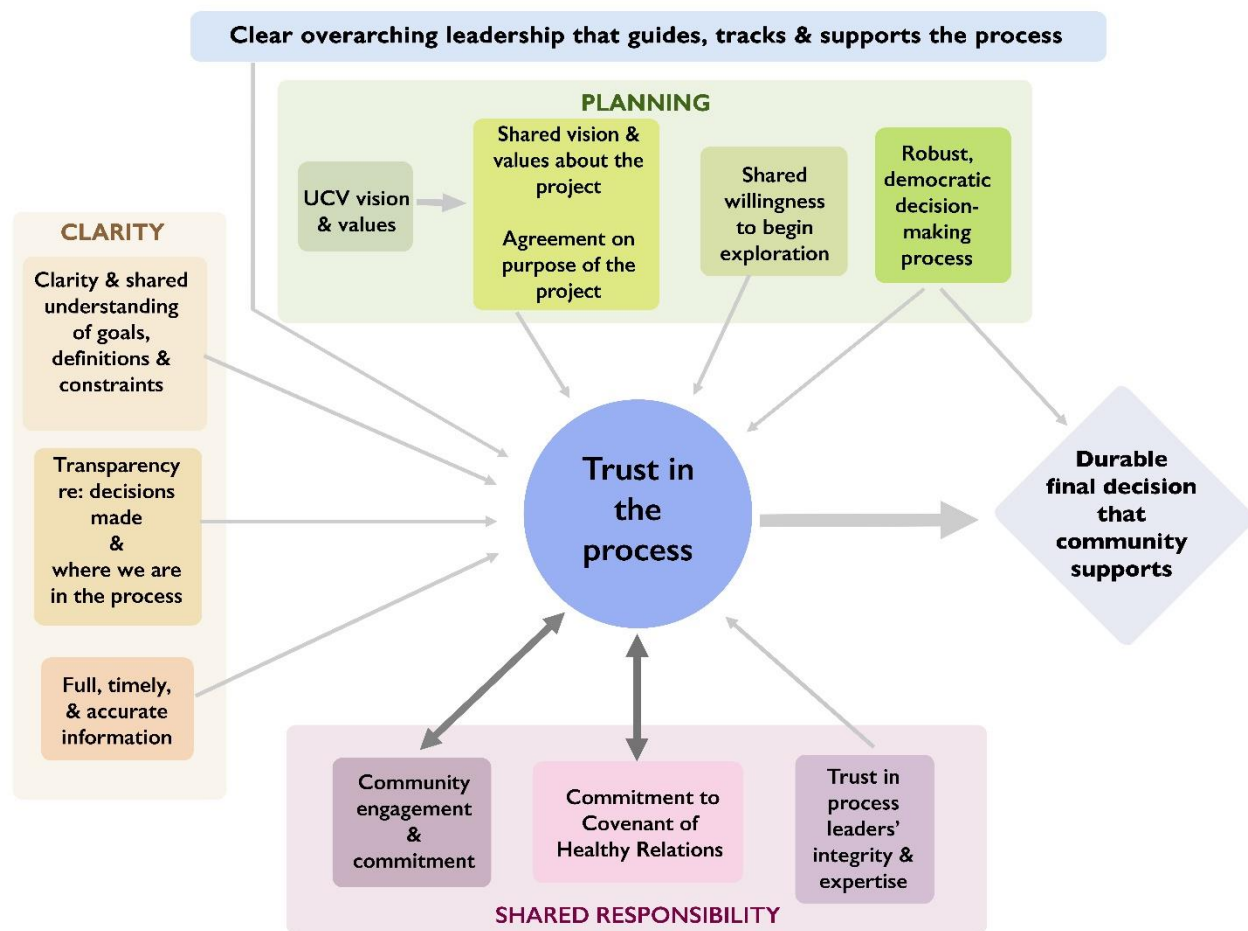
- ☐ Is there trust and support for the leadership of the project — is there a process to build trust and robust buy-in for the leaders' decision-making?
- ☐ Is there widespread discussion and agreement from the outset about the vision, values and principles guiding the planning process, consistent with our UU principles and our Covenant of Healthy Relations?
- ☐ Is there a system for participatory decision-making such as Convergent Facilitation or sociocracy for arriving at common understanding of the purpose and considerations of the project?
- ☐ Are the project scope and parameters, including constraints and projected costs, defined and clear to all?
- ☐ Is a planning team assigned to every big project and decision?
- ☐ Is there a reassessment of UCV's capacity (human resources, finances) at every decision point?
- ☐ Is there an overarching body (board, or delegated individuals and teams) providing consistent oversight of the project and support for the planning team leading the process, with continuity throughout the project?
- ☐ Is there clarity about roles and responsibilities, including who makes decisions on what aspects of the process (e.g., committee, delegated overarching body, board or congregation)?
- ☐ Is information about the decision and the decision-making process disseminated to congregants in a variety of modalities, with multiple well-advertised ways for congregants to ask questions and provide input?
- ☐ Are the decision-making leaders and groups seeking out all voices (including dissenters, those historically underrepresented, and others with unstated points of view) right from the beginning of the decision-making process?
- ☐ Are congregants encouraged to take responsibility to engage in the decision-making process by accessing the information provided, participating fully, and trusting the leaders to serve the community's interest?
- ☐ If a majority vote is planned, is the voting threshold for accepting a proposal clear from the outset?
- ☐ When a big project or decision-making process is undertaken, is there conscious commitment of UCV leaders, project leaders, and congregation members to abide by the Covenant of Healthy Relations throughout the process?

- ☐ Does the Covenant of Healthy Relations include a system to track, intervene, and follow up on concerns and conflicts and to address conduct that does not uphold this Covenant?
- ☐ Are there opportunities for UCV leaders, project leaders, and congregation members to be trained in healthy communication and bystander actions?
- ☐ Has a healthy relations advocacy team been established as a consistent presence that will work alongside the planning team for the duration of the project?

## 2. KEY SUPPORTING DOCUMENTS

FIGURE 1. FACTORS INFLUENCING TRUST IN COMPLEX PROCESSES AND DECISIONS

Figure 1. Factors Influencing Trust in Complex Processes and Decisions



**ADDENDUM 2B — TIMELINE TABLE OF REDEVELOPMENT PROCESS****Key:**

AGM, EGM Decisions
Board reports, discussions, decisions
Redevelopment Committee actions
Forums, congregational consultations
Catalyst communication, reports
Communications, meetings re: Co-ops
Activities outside redevelopment

Date	Key Milestones
<b>2015</b>	
February	Planning for capital campaign for financing new roofs plus+
September	Launch <i>Capping it off</i> campaign
<b>2016</b>	
March	End of capital campaign: reached half its goal
March	Rev. Steven Epperson announces plans to retire in June 2020
September 20	UCV Board Motion: To recommend to the incoming Board to host a workshop inviting members of the Building and Grounds Committee, Board Members, Steven, and Gordon Gram, to hear a presentation by Robert Brown of Catalyst
December 5	Workshop on redevelopment with UCV Board and Catalyst
December 13	Redevelopment Committee formed by UCV Board motion
December 13	Catalyst hired as consultants per UCV Board motion
<b>2017</b>	
January 29	Forum on redevelopment
February 6	RDC outlines phase 1 and 2
February 12	UCV Vision Taskforce — report to the congregation
February 15	RDC planning sessions to review values, objectives
February 25	Catalyst report: Redevelopment Feasibility Study, Summary of Project Vision Workshop
March 4	RDC and Resource Advisory Group meeting
March 19	Forum on redevelopment
March 21	Board reviews work on the Feasibility Study
March 28	Vancouver Housing & Homelessness Strategy Reset: Emerging Directions

Date	Key Milestones	
April 2	Email from congregant to RDC and others with discussion of co-op housing models	
April 4	RDC meets with NSDA Architects to review project concepts and UCV principles	
April 23	Forum on redevelopment	
April 25	NSDA Architects engaged for concept design work	
March 4	RDC and Resource Advisory Group meeting	
May 7	Forum on redevelopment	
May 16	UCV Board defers June EGM vote on redevelopment	
June 6	Preliminary analysis re: co-op model and UCV development	
June 18	Forum on redevelopment feasibility stage	
September	Feasibility Study indicates merit in proceeding further	
November 3	Catalyst Report Feasibility Study	
November 14	Report to the Board from the RDC- Completion of Phase I, Redevelopment Feasibility Study and Recommendation Re Phase I	
	AGM, EGM Decisions	
	Board reports, discussions, decisions	
	Redevelopment Committee actions	
	Forums, congregational consultations	
	Catalyst communication, reports	
	Communications, meetings re: Co-ops	
	Activities outside redevelopment	
2018		
January 21	Forum on potential redevelopment cancelled	
February 18	Forum on potential redevelopment	
February 27	Coriolis Urban planning report reviewed by RDC	
March 20	Board motion to recommend the proposal from the RDC go to the EGM for a vote to proceed to phase 2 (business plan)	
May 15	Board motion for EGM that RDC recommendation be accepted and implemented	
June 4	UCV Members were sent the Feasibility Study info for review before EGM	
June 17	EGM approved funding for Catalyst to do a business plan -phase 2	
June/July	Partial funding for business plan received from CMHC and VanCity	
Autumn	Series of consultations, information sessions with UCV members	

Date	Key Milestones
October 21	Forum on RD
November 18	UCV AGM
December 2	Presentation by Thom Armstrong, Co-op Federation of BC to RDC and Co-op Working Group and by Catalyst representative
December 16	Forum on RD
	<div> <div>AGM, EGM Decisions</div> <div>Board reports, discussions, decisions</div> <div>Redevelopment Committee actions</div> <div>Forums, congregational consultations</div> <div>Catalyst communication, reports</div> <div>Communications, meetings re: Co-ops</div> <div>Activities outside redevelopment</div> </div>
<b>2019</b>	
January 14	Topographic Survey
January 16	NSDA Architects/Catalyst presentation to RDC re: Hewett Centre space-use program
January 16	Enquiries with City re child care/day care
January 20	Forum on RD
January 24	UCV reps and Catalyst meet with City: housing/rezoning/heritage
February 5	Catalyst-arranged site tour and meeting with UCV and Oakridge Lutheran Church
February 11	City Space-Use Survey sent to UCV, then included in the ARA submission (Application for Rezoning Advice)
February 12	Arborist Report
February 14	Environmental Assessment report
February 19	Application for Rezoning Advice submitted to the City
Feb 20	City Staff visit UCV site
March 6	UCV Demographics and Pledge Potential Report submitted to UCV Board
March 7	RDC meeting with review of progress
March 7	Catalyst report submitted: Project Update and Financial Overview
March 17	Forum RDC update
March 31	Circle of Concerns Meeting
April 30	Catalyst report on UCV business plan - Update on Development Delivery Options presented to RDC and UCV congregation

Date	Key Milestones
May 2	Circle of Concern Meeting
May 8	Forum on redevelopment
May 8	Report from Keith Wilkinson on options for meeting UCV's future financial needs
May 14	Risk register presented to RDC
June 1	Hewett hall assessment pre-redevelopment
June 12	Response from City re: redevelopment – further work needed
June 13	2019-6-13 UCV Risk Register update
June 19	RDC report for EGM
June 23	EGM: RDC presentation on RD status. Vote expected at AGM in November
June 30	Statement of financial position of UCV
Aug 9	UCV Financial Sustainability Matrix – presentation to Board
Sept 17	UCV Board Discussion re percentage approval required for redevelopment vote
Sept 29	Forum on redevelopment
Autumn 2019	Member consultations held on following topics: City update re: rezoning application, environment team report, Potential partnership structures re: ownership, operation, leasing
Sept - Nov	Discussion with CLT (Community Land Trust) and RDC - emails and meetings
October 13	Forum: Potential Partnership Structure information re: Co-ops
October 15	Decision by Board to delay vote from AGM in November
October 30	Catalyst draft business plan for proposed redevelopment update received by RDC
November 7	The residents' co-op option: steps to formation - RDC and Co-op group
November 15	Catalyst announces a new president
November 18	Report from UCV Financial Sustainability Task Force - <i>Community Engagement through housing: Two Models for UCV Review</i>
November 24	AGM: Report to the Congregation by Redevelopment Committee - Q-A
November 30	Forum on redevelopment
November 30	CLT report: Exploring the CLT Co-op Model (Q & A document)
December 10	Executive board meeting, mention of likely need for 75% approval
December 15	RD Forum: suggested 75% approval needed
December 17	Board recommends 75% approval for redevelopment vote
December 18	RDC opportunity document: statement on securing the sustainability of UCV
December 21	Statement from UCV Board Chair re: RD project status

Date	Key Milestones	
	AGM, EGM Decisions	
	Board reports, discussions, decisions	
	Redevelopment Committee actions	
	Forums, congregational consultations	
	Catalyst communication, reports	
	Communications, meetings re: Co-ops	
	Activities outside redevelopment	
2020		
January 3	UCV Campus RD Proposal: Member Concerns and Responses document	
January 6	UCV Board president statement: there will not be a vote before June on RD	
January 8	UCV capital plan for 2020	
January 15	Report by Keith Wilkinson on Proposed Structures & Functions for Non-Profit Housing Operations at UCV	
January 18	A tour of two Community Land Trust (CLT) Housing Co-operatives	
January 19	UCV RD Proposal: Member Concerns and Response document update	
January 21	Board received letter from a concerned congregant	
January 25	Catalyst letter of notice re withdrawal from process	
January 26	Forum: Meeting to discuss “No site redevelopment option”	
January 27	CLT financial analysis documents presented	
January 28	UCV-CLT Financial Summary and Analysis (Cash Flow-Option 2)	
January 31	Board announcement Re UCV Redevelopment Planning – Catalyst Decision	
February 7	Discussion with CLT re developing a new business plan	
February 8	RDC requests further information from CLT	
February 16	UCV information meeting with CLT	
March 6	Final Business Plan for Proposed Redevelopment from Catalyst	
March 11	COVID-19 Pandemic declared	
April	Report to UCV Board to plan discussions with CLT as partner	
May 25	UCV RDC Planning: Up-Date: Board agrees to discuss CLT as partner for RD	
June 1	Financial Sustainability Task Force Final Report	
June 14	Forum – Board / RDC plan discussions with CLT as partner	
June 16	Bequest of \$1.4 million to UCV	
June 26	UCV RDC meeting with CLT by Zoom	
September 28	UCV RDC up-date: no response from CLT as yet	

Date	Key Milestones
October 17	Response report received from CLT Letter of Intent
October 30	Letter from RDC to Board recommending that UCV not proceed with redevelopment
November 15	AGM – RDC report accepted: UCV not to proceed
November 22	Post AGM request from Board President to have a review of the redevelopment process

AGM, EGM Decisions
Board reports, discussions, decisions
Redevelopment Committee actions
Forums, congregational consultations
Catalyst communication, reports
Communications, meetings re: Co-ops
Activities outside redevelopment

## ADDENDUM 2C — TIMELINE KEY DOCUMENT LINKS

- I. 2017-01-2018-10-01 CATALYST CONTRACTS  
See: [UCV Contracts with Catalyst Community Developments Society](#) (10 pages)
- II. 2019-10-30: CATALYST DRAFT BUSINESS PLAN  
See: [Draft Business Plan](#), October 19, 2019 (77 pages)
- III. 2019-11-30: CLT CO-OP MODEL PRESENTATION DOCUMENT  
See: [CLT Co-op Model Presentation Document](#), November 20, 2019 (24 pages)
- IV. 2020-01-25: CATALYST WITHDRAWAL LETTER  
See: [Catalyst Withdrawal Letter](#), January 25, 2020 (3 pages)
- V. 2020-04-03: CATALYST FINAL BUSINESS PLAN  
See: [Final Business Plan](#), April 3, 2020 (81 pages)
- VI. 2020-10-16: CLT LETTER OF INTENT TO UCV  
See, [CLT Letter of Intent to UCV](#), October 16, 2020 (8 pages)
- VII. 2020-10-30: RDC REPORT TO BOARD RE CLT PROPOSAL  
See, [RDC Report to Board re: CLT Proposal](#), October 20, 2020 (3 pages)
- VIII. 2020-11-10: BOARD RECOMMENDATION ON REDEVELOPMENT AT AGM

See, [Board Recommendation on Redevelopment at AGM](#), November 10, 2020 (1 page)

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IX. 2020-11-15: MICHAEL CLAGUE PERSONAL NOTE

See, [Michael Clague Personal Note](#), (2 pages)

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**ADDENDUM 2D — TIMELINE DATABASE LIST WITH LINK TO DATABASE**

See [Timeline Database](#) to access the documents listed below.

1. 2005 Covenant of Healthy Relations
2. 2011-02-22 Strategic Planning - Wilkinson 2011.pdf
3. 2016 March - capping it off! 2015-16 capital campaign report
4. 2016 March capital campaign report.docx
5. 2016 original RDC TOR (1).docx
6. 2016-09-20 Minutes of the UCV Board.pdf
7. 2016-10-18 Minutes of the UCV Board.docx
8. 2016-11-15 Minutes of the UCV Board 2016-11-15.pdf
9. 2016-12-13 Minutes of the UCV Board 2016-12-13.pdf
10. 2017 Steven Epperson re RDC quote.docx
11. 2017-01-15 Catalyst contracts (and 2018-10-01)
12. 2017-01-17 Minutes of the UCV Board 2017-01-17.pdf
13. 2017-02-07 UCV Redevelopment Consultation\_ Resource Committee
14. 2017-02-12 Vision task force.pdf
15. 2017-02-21 Minutes of the UCV Board 2017-02-21.pdf
16. 2017-02-22 RDC Resource Advisory Group Meeting.pdf
17. 2017-03-02 RDC Catalyst Project Vision Workshop summary
18. 2017-03-04 RDC planning.docx
19. 2017-03-21 Minutes of the UCV Board 2017-03-21- c.pdf
20. 2017-03-28 City of Van Housing report.pdf
21. 2017-04-02 email re coops from chair coop interest group.docx
22. 2017-04-18 Minutes of the UCV Board 2017-04-18-c.pdf
23. 2017-04-25 RDC meet w architects.docx
24. 2017-05-17 Minutes of the UCV Board 2017-05-16- copy.pdf
25. 2017-06-06 COOP analysis.pdf
26. 2017-11-03 Nov 3 Catalyst UCV Feasibility Study.pdf
27. 2017-11-14 Nov 14 RDC report to Board phase 1 complete.docx
28. 2018-01-16 Minutes of the UCV Board.pdf
29. 2018-02-20 Minutes of the UCV Board.pdf
30. 2018-03-20 Minutes of the UCV Board.pdf
31. 2018-04-17 Minutes of the UCV Board revised.pdf
32. 2018-05-15 Minutes of the UCV Board 2018-05-15- copy.pdf

33. 2018-06-17 EGM UCV Minutes 2018-06-17.pdf
34. 2018-08-21 UCV Board Minutes 2018-08-21- copy.pdf
35. 2018-10-16 Minutes of the UCV Board 2018-10-16- copy.pdf
36. 2018-11-18 UCV AGM Minutes.pdf
37. 2018-11-20 Minutes of the UCV Board 2018-11-20- copy.pdf
38. 2018-12-18 Minutes of the UCV Board 2018-12-18- COPY.pdf
39. 2019-01-03 UCV Redevel Concerns and Responses.pdf
40. 2019-03-06 UCV Demographic and Pledge Potential Report.pdf
41. 2019-03- 07 RDC agenda.docx
42. 2019-03- 07 RDC notes.docx
43. 2019-03-07 Catalyst Business Plan Project Update and Financial Overview.pptx
44. 2019-03-08 to 2019-11-30 emails re Co-ops, CLT- Catalyst -RDC.pdf
45. 2019-03-17 emails between M.Clague and T.M. re coops, 2019-03-15 to 2019-03-17
46. 2019-03-31 UCV Sharing Your Concerns circle RDC forum-meeting.pdf
47. 2019-04- 30 Catalyst Business Plan Update on Development Delivery Models.pptx
48. 2019-04-30 UCV Development Delivery Options Matrix.pdf
49. 2019-05-08 plan B- UCV Options for meeting financial needs.pdf
50. 2019-05-14 Copy of UCV Risk Register.xlsx
51. 2019-06-01 Hewett Hall assessment pre Redevelopment.xlsx
52. 2019-06-04 RDC final agenda.docx
53. 2019-06-04 RDC work list.docx
54. 2019-06-11 UCV City of Vancouver ARA Repsonse\_CatalystsComments.in\_red.docx
55. 2019-06-13 UCV Extraordinary General Meeting Minutes 2019-06-23.pdf
56. 2019-06-13 UCV Risk Register\_update.xlsx
57. 2019-06-17 RDC Report for EGM.docx
58. 2019-06-30 Statement of Financial Position - 2018-19 updated CS.pdf
59. 2019-08-09 plan B Financial sustainability Matrix.pdf
60. 2019-09-17 Minutes of the UCV Board 2019-09-17.pdf
61. 2019-10-13 POTENTIAL PARTNERSHIP STRUCTURE OCT13
62. 2019-10-15 Minutes of the UCV Board 2019-10-15.pdf
63. 2019-10-30 Catalyst Business Plan Presntn.pdf
64. 2019-11-07 steps to coop development (CLT Comments).docx
65. 2019-11-12 RDC to Board in prep for 2019-11-24 AGM
66. 2019-11-14 Catalyst Announcement re: new Pres
67. 2019-11-18 Community Engagement Through Housing
68. 2019-11-19 Minutes of the UCV Board 2019-11-19.pdf
69. 2019-11-24 UCV AGM minutes.docx
70. 2019-11-30 Unitarian Church CLT PowerPoint Presentation.pdf
71. 2019-11-30 Unitarian Church CLT Presentation Document.pdf
72. 2019-11-30 Q&A reCo-ops.pdf

73. 2019-12-10 Exec Board meeting.docx
74. 2019-12-15 forum RDC.docx
75. 2019-12-18 RDC opportunity DOC.docx
76. 2019-12-24 RDC UCV Opportunity doc
77. 2020-01-05 RDC refresher notes for OOS
78. 2020-01-06 UCV Board revised timetable
79. 2020-01-07 UCV presidents statement.Redevel.withForum.schedule.2020-1-7 UCV
80. 2020-01-08 UCV Capital Plan Detail 2020.01.08 DCKW.pdf
81. 2020-01-15 Capital Campaign summary - 20200115 DCKw.pdf
82. 2020-01-15 Proposed Structures UCV and VUHS V 20200115 kw.docx
83. 2020-01-16 UCV Redevelopment Concerns and Responses.docx
84. 2020-01-19 Synopsis UCV and Canadian Sunday Attendance JS 20200119.pdf
85. 2020-01-21 Minutes of the UCV Board 21-01-2020 rev.pdf
86. 2020-01-25 Jan 25 Catalyst leave Letter\_UCV.pdf
87. 2020-01-27 CLT review.of.bus.plan.jan2020.pdf
88. 2020-01-27 Copy of UCV - CLT Financial Summary and Analysis.xlsx
89. 2020-01-27 UCV RDC Forum No-Developmt.slides. colour kw 20200127.pdf
90. 2020-01-28 CLT Analysis Cash Flow Option 2 - yrs 1-20.pdf
91. 2020-01-28 CLT Analysis Cash Flow Option 4 - yrs 1-20.pdf
92. 2020-01-28 UCV CLT Financial Summary Spreadsheet kw 20200128.pdf
93. 2020-01-31 Announcement re Catalyst.withdrawal\_ RD.docx
94. 2020-02-01 Announcement re Catalyst.docx
95. 2020-02-07 CLT Sample Budget - go Home CLT Co-op.pdf
96. 2020-02-07 Estimate of lease revenue loss with new, smaller HC JAB w CLT 7Feb2020.xlsx
97. 2020-02-07 UCV Use of Space Revenue Projections 20190815.xlsx
98. 2020-02-08 CLT UCV Meeting.docx
99. 2020-02-12 UCV space comparisons kw20200212v2.pdf
100. 2020-02-12 UCV space comparisons kw20200212v2.xlsx
101. 2020-02-12 UCV Space Rental Commentary 20200112 kw.docx
102. 2020-02-16 - CLT UCV Presentation.pdf
103. 2020-02-18 minutes of the UCV Board 18-02-2020.pdf
104. 2020-02-18 Sample Budget - go Home CLT Co-op.pdf
105. 2020-02-20 RDC february122020notes.docx
106. 2020-02-21 RDC letter to CLT Feb 2020.docx
107. 2020-03-09--10-19 CLT emails.pdf
108. 2020-03-16-RDC minutes.docx
109. 2020-03-17 Minutes of the UCV Board 17-03-2020.pdf
110. 2020-04-03 Apr Catalyst final UCV Business Plan 2020.04.03.pptx
111. 2020-04-21 Minutes of the UCV Board 21-04-2020 REV.pdf
112. 2020-05-19 Minutes of the UCV Board 19-05-2020.pdf

113. 2020-05-25 UCV Campus Redevelopment Planning- Up-Date.docx
114. 2020-06-01 UCV Financial.Sust.TF Final Report V4 20200601.pdf
115. 2020-06-14 RDC update.duplicate.docx
116. 2020-06-14 RDC update.docx
117. 2020-06-16 Tony Roper donation Treasurer report.docx
118. 2020-06-16 Minutes of the UCV Board 16-06-2020Rev.pdf
119. 2020-06-23 UCV RDC.docx
120. 2020-06-26 Agenda for Friday, June 26th at 3\_30\_UCV Redevelopment Planning Committee by Zoom.pdf
121. 2020-06-26 UCV Finance Committee Minutes.pdf
122. 2020-06-30 2020 Financial Statements.pdf
123. 2020-08-18 Minutes of the UCV Board 18-08-2020.pdf
124. 2020-9-28 RDC email.docx
125. 2020-10-12 RDC email re CLT.docx
126. 2020-10-16 LOI- letter of intent - UCV and CLT.docx
127. 2020-10-16 CLT data.pdf
128. 2020-10-16 CLT emails.pdf
129. 2020-10-16 CLT LOI.pdf
130. 2020-10-29 RDC CLT letter of intent.docx
131. 2020-10-30 Oct CLT letter of intent.docx
132. 2020-10-30 Report to Board re CLT proposal.docx
133. 2020-11-01 UCV Annual Report Final 2019-2020.pdf
134. 2020-11-10 Recommendation on Redevelopment.pdf
135. 2020-11-10 UCV Board to AGM Recommendation on Redevelopment.pdf
136. 2020-11-15 AGM motions.docx
137. 2020-11-15 AGM Draft Notice and Agenda 2020-11-15.docx
138. 2020-11-15 Michael Clague Redevelopment thoughts.docx
139. 2020-11-15 TM email Nov 15,2020 Thoughts on redevelopment- 3.pdf
140. 2020-11-15 UCV Annual General Meeting Minutes 2020-11-15.docx
141. 2020-11-15 History Co-op Model for UCV Redevelopt by Theresa Marion.docx
142. 2020-11-17 UCV-CLT For the record CLT process171120.docx
143. 2020-11-21 Board Announcement for service.re Task Force appointment
144. 2020-11-29 Order of Service\_Comm.Announcement.re-app't of TaskForce.

### 3. BACKGROUND REFERENCE DOCUMENTS

#### APPENDIX A: TERMS OF REFERENCE

##### **Decision-Making Task Force: Terms of Reference – February 12, 2021**

The purposes of this Task Force are to:

**1. Bring closure to the December 2016 – November 2020 UCV redevelopment decision-making process.**

- A. Acknowledge its strengths and the considerable dedication of the team members and the extensive input from many stakeholders.
- B. Strive to ease any lingering tensions and seek areas to improve future decision processes by
  - i. reaching out to those few individuals we are aware of with serious concerns about the process,
  - ii. interviewing the chairs of the Redevelopment Committee (Michael Clague and Gordon Gram) as well as other members of the committee who wish to share their views of the process, both what went well and what might be improved, and
  - iii. seeking out and speaking with any other UCV members who have serious concerns with or strong support for the redevelopment process.
- C. Prepare a report outlining the findings.

**2. Provide recommendations for future decision-making processes, especially for complex and high-stakes initiatives, based on the findings above, and complemented by outside resources.**

- We may recommend more widespread training and adoption of effective and inclusive decision-making practices like Convergent Facilitation.
- In order to guide our Task Force discussions, all six members of the TF have completed an online training, “Introduction to Convergent Facilitation.”
- We will include among our recommendations a more visible and prominent place for our congregationally approved *Covenant of Healthy Relations* and considerations of how all congregants can practise and remember the components of this Covenant.

**3. Time Frame:** We will complete this work by June 6, 2021 and will assess at that time if there is any need for another task force to undertake any further work on this issue.

## APPENDIX B: INTERVIEW QUESTIONNAIRE

Interview with XXXXX concerning the Redevelopment process

2021-mm-dd, hh to hh pm

*Interviewed by x and y using phone/zoom.*

**Preamble:** We want to focus in our inquiry on the BIG issues you and others saw that reduced the effectiveness of the redevelopment decision-making process and those that made it an effective and democratic (Unitarian) process.

Keeping that in mind, we want to hear your thoughts and reflections on the following questions.

1.	What was your role in this process?
2.	What is your overall sense of how the process went?
3.	Can you name any BIG concerns about what you saw or experienced in this process?
4.	Are there steps you would suggest to mitigate these concerns in other high-stakes decision processes?
5.	What, in your mind, were the most effective parts of the decision-making process that you would (work hard to repeat / want to see repeated) in future decision-making processes?
6.	What is your sense of how others in the congregation felt about the ways in which the redevelopment project was carried out as a very significant congregational decision?
7.	Do you know any other individuals who have strong feelings about the redevelopment decision-making process? Can you tell us who they are? Can you help us to contact them and hear what they have to contribute?
8.	What outcome(s) do you hope for from this Task Force's work?
9.	Is there anything else you want to add—or ask about?

## APPENDIX C: ENGAGEMENT DATA

**TABLE C1: CONGREGATIONAL ENGAGEMENT ANALYSIS**

Distilled Essence	Interview Notes or Quotes
Establish congregational buy-in at outset of project.	There was not enough buy-in from the congregation. A considerable part of the congregation was really unsure about the necessity of the development project.
Encourage influential members to share concerns	Some influential members were believed to be skeptical about the wisdom of the development, but they did not step forward to say so.
Find effective ways to include opponents, and encourage all to work together in a healthy way, including those with strong views.	Some were opposed from the start, and some of this opposition undermined the project. Not successful in getting buy-in, including from those who were opposed. Disappointment with those who are openly antagonistic; future lesson is to remind everyone at the beginning of this type of project/process how to work together in a healthy way. The committee went beyond what was required to reach out to those opposed, but some felt like they were "shadow boxing" with people who were critical of the process and were unable to engage constructively with them.
Find even more ways to attract representative attendance at meetings, forums, etc. Encourage participation in the process even if unsure about the outcome. Clarify options/alternatives before calling for a vote	Were there enough people at forums and meetings to be truly representative? Michael or Robert (Catalyst) reviewed our starting point values at virtually every meeting, but one respondent stated that neither the meeting where the values were identified initially nor many of the other meetings along the way ever had significant numbers and so over time many folks questioned if the project was even centred on our values. Despite all the info and meetings, people would say, "I don't know enough." One respondent expressed the view that the final result of the vote was inevitable because we did not, in the end, know enough about the options remaining to us.
Work to maintain engagement throughout project; check for and address perception of bias often to ensure trust in the process	By the fourth year there was a sense... that the Redevelopment Committee had already decided to proceed with development, and this discouraged some who opposed the project
Ensure ample discussion before final vote	There was not enough discussion before the [final] vote—seems like a step was missed. Some kind of process like a Forum could have been held. Even if that was going to be the final decision, it would have been an opportunity to ask questions.
Clearer communication of role of Board and minister; perhaps more Board oversight. Ensure continuity in leadership over life of a project	"The role of the board was unclear over time. There were at least three boards involved... I don't think they gave enough thought or guidance to what oversight of the process could have been useful and by whom... The Board and Steven stayed neutral officially, which was appropriate, but I think a sharing of an overview of process they were seeing might have been good.

Distilled Essence	Interview Notes or Quotes
	Should there have been more input and support from the board?" Perhaps more board oversight of the process to support the committee and monitor reactions of other groups.
More engagement from Board and minister	Perhaps more participation from the Board to let the congregation know the Board was backing this process. And that concerns could be sent to the Board, i.e., that Board was taking responsibility overall. There would be less questioning of the process and more buy-in to it, if the Board and the minister were more engaged and supportive of the RC, which would help congregants to realize that "Hey, this redevelopment committee has a lot of really smart people on it. We know that the Board is behind it and our minister is behind it and he's kept us straight for many, many years. We're going to trust that more." Minister should be fully involved and on-side.
Ensure groups with special interests are—and feel—heard.  Reach out to include youth.	Special interest groups within the congregation who had justifiable concerns about certain potential aspects of a project, seemed to feel that their opinions and priorities were being ignored.  Question of how to involve the youth?
Ensure clarity and shared understanding about each of the options considered	There were differing views about how co-ops are structured and how they function in the 2000s and this confusion was a source of some consternation for all concerned.

**TABLEC2: CONGREGATIONAL BUY-IN**

Distilled Essence	Interview Notes or Quotes
Processes of agreed and revisited parameters can support healthy engagement  Ensuring shared understanding (e.g., re: co-ops) would enhance engagement and openness to a variety of non-profit models  Rotating committee chairs might lend itself to more trusting congregational engagement	At least all consciously agree upon the parameters of how we treat each other, how we make decisions, what the goals are. We created parameters but then we didn't bring up those parameters often enough."  Looking at co-op housing: there were some facts that weren't properly understood by some of those in the congregation who were interested in a co-op... The BC land trust, which associated directly with the BC Co-op Association, had said "we don't do any new co-ops the same way anymore – it's a different model" So people argued over nothing. There's a difference between a Co-op which is market housing which is just kind of a different decision-making model and a co-op that's actually affordable housing and we had already agreed that the project had to offer affordable housing."  "maybe there should have been a trade off [of leads or co-leads] every year. Maybe we should have two people leading [the process] and then two people on the steering committee are observing and learning things as they go in order to take over next. It's almost like a president-elect role first then a president and then past-president so

Distilled Essence	Interview Notes or Quotes
<p>Faith in one another is a critical aspect of healthy congregational engagement and working together as a community.</p> <p>Healthy engagement requires congregants to take responsibility and pay attention to upcoming events to be fully informed</p>	<p>that there's continuity and there's two people at the helm, but it keeps changing every year so that no two people are getting kind of the brunt of people's suspicions."</p> <p>"You need to trust and have faith in each other! So, as you know the whole basis of our community is shared values, diverse beliefs. Well, shared values means having faith in one another even if we have different beliefs on what's better. So, we need to trust each other. We need to have faith... that people have the right motivations and that they are coming from a good place and that they're doing their best... and that works both ways!... I didn't feel like everyone had that spirit of good faith in one another in this process and that *really* disappointed me. How can we work together as a community if we don't have that faith in each other?"</p> <p>"I don't feel that people who hadn't heard about it should feel afraid that something was happening that they didn't know about... I think there would be many many opportunities [to be informed], ... Everyone was doing their utmost to make sure everyone knew, including all these extra meetings to talk to people and answer their questions."</p>
<p>Faith in one another is a critical aspect of healthy congregational engagement</p> <p>Make the forums inviting for those with divergent views about redevelopment.</p>	<p>"There was a lack of trust among some people, I think."</p> <p>"The repeated series of forums that were held on very different topics as we moved along were effective</p> <p>"I can't remember how often we used email or notices going out to members. I think there was some use of that but maybe that could be done more for people who don't want to come to meetings and would like to read [the updates]."</p> <p>"there was a lack of trust from among some people, I think."</p> <p>One respondent had the sense that a number of congregants who did not want redevelopment did not attend the forums.</p>
<p>Only a minority of people did not engage with the RDC process</p> <p>Engagement looks like:</p> <ul style="list-style-type: none"> <li>• asking questions</li> <li>• attending meetings</li> <li>• keeping track of things</li> <li>• discussing with others</li> <li>• encouraging others to engage</li> <li>• assume leaders are acting in good faith</li> <li>• take responsibility to participate in the process</li> </ul>	<p>My sense is that the majority of the congregation was not as engaged as I would have liked to see, in terms of consistent large participation, but generally it was well-received</p> <p>[More engagement would include] Asking questions. Attending all the meetings, reading all the material that has been shared, keeping track of things for themselves, having discussions with others, encouraging others to come and learn, and having an attitude of assuming the best of the Committee, assuming they are acting in good faith. And not only those with concerns, but all members. I would expect that the majority would not have an opinion at the beginning, that they would have an open mind. Some might have some concerns, some might be curious, a variety of attitudes, that [regardless of their starting point]</p>

Distilled Essence	Interview Notes or Quotes
<p>Congregational leadership has to lead and monitor engagement</p> <p>Engagement guidance/oversight includes:</p> <ul style="list-style-type: none"> <li>• Enacting COHR, holding members accountable</li> <li>• Leadership/guidance to include dissenting voices and those who are anxious</li> <li>• encourage constructive process and input</li> <li>• provide many means of giving input</li> </ul> <p>RC engagement excellent with work groups to address concerns and special topics</p>	<p>all members would take that responsibility to participate in the process.</p> <p>There was no process outlined — and this should come from UCV leadership — about what the process of engaging, as a congregation, in an exploration of this sort, should look like. This has to come from the leadership of the church, not be an expectation put on the RD committee.</p> <p>Yes, [an oversight body of this whole process] could be a Healthy Relations &amp; Constructive Process task force. Could include how you interact according to the Covenant of Healthy Relations and could also include what is done with dissenting voices, how members are held accountable for their appropriate behaviour in interacting. How to help those who are anxious to share, that they could provide written input or speak to one of the members of this [oversight] task force whose purpose is to have a positive process. How to share their concerns and still be part of the process, and still be a constructive way that their voices could be shared, and they could feel that they have input.</p> <p>Whenever there were concerns like co-op housing or environmental issues, financial sustainability, the RDC created subcommittees to address these concerns, and further exploration. Creation of these subcommittees by the RC was a direct response from the Committee to concerns, "what about this?" and "what about that?" that would explore in detail and come back to the RC with the findings. So, I thought it was a very fulsome process.</p>
<p>Buy-in can be enhanced by increasing participation in discussions and exploring what's underneath opposition, and what would help clarify for the undecided</p> <p>Buy-in at the outset took the form of participation in work groups</p>	<p>"Member participation experience in the process was not satisfactory, to members, to the RDC, and overall."</p> <p>No major flaws in process, but:</p> <ul style="list-style-type: none"> <li>• Some felt they did not know enough to participate.</li> <li>• Some were opposed from the start, and some of this opposition undermined the project. There were also some defamatory and derogatory comments.</li> <li>• Some were undecided and were open to the process and project.</li> <li>• Some were committed to generating the information needed to decide if the project had merit or not.</li> </ul> <p>It was difficult to get buy-in [to the exploration] from those who were opposed to this redevelopment at this time].</p> <p>"At the outset of the process the committee formed work groups to broaden and deepen participation with volunteers and staff. The groups/staff consultations included:</p> <ul style="list-style-type: none"> <li>• Child care/youth</li> <li>• New Hewett Centre</li> <li>• Managing disruption (during construction)</li> <li>• Co-operative housing</li> <li>• Environment</li> </ul>

Distilled Essence	Interview Notes or Quotes
<p>The Redevelopment Committee made many opportunities for congregational engagement</p> <p>A requirement for future collective decision-making processes to succeed with healthy congregational engagement will be to manage expectations at the outset with:</p> <ul style="list-style-type: none"> <li>• explanations of project constraints,</li> <li>• Covenant of Healthy Relations,</li> <li>• community commitment to a healthy process.</li> </ul>	<ul style="list-style-type: none"> <li>• Demographics and pledge potential</li> </ul> <p>"There were also extensive member information/communications and consultation activities:</p> <ul style="list-style-type: none"> <li>• Forums</li> <li>• Order of Service inserts</li> <li>• Web site</li> <li>• Bulletin board</li> <li>• Information sheets: Questions and Answers</li> <li>• Catalyst power point presentations</li> <li>• Periodic summaries of members' comments</li> <li>• The Feasibility study created a "members' resources group" where members with particular interests and expertise could comment and contribute to the work. Summaries of each session were circulated." <p>Explaining the project constraints better at the outset, especially with respect to expectations, would foster better engagement throughout the process.</p> <p>Personal responsibility is important: "people need to be held responsible for their behaviour and that needs to be part of the buy-in from the beginning."</p> <p>"Whether it is resuming the redevelopment planning work with the Community Land Trust, or the search for a new minister or some other issue of major importance to our precious community, we have to ask ourselves, <i>are we collectively committed to a healthy process?</i>"</p> </li></ul>
<p>Good attendance at forums, although some may not have read all of the material provided. Not all got to speak at forums. One hour limited</p> <p>MC and GG were committed to feedback from congregation</p> <p>Congregation voted to go to the next stage.</p> <p>Good engagement from the Environment and RE work groups</p>	<p>"Difficult to give a lot of information in a 1-hour forum. Forums were well attended, though not everyone had the opportunity to speak. Challenge was for all of the congregation to receive information. I.e., some might not have read the information provided or attended the forums. Committee put out a lot of info."</p> <p>"Michael and Gordon put a lot of time into this project. Both were neutral on this project. They were very committed to doing it properly, getting feedback from the congregation, etc. Congregation did vote to proceed to next phase of developing a business plan."</p> <p>"Environment Committee wanted to have solar panels and roof top garden – to make a statement that we are an environmentally-friendly church. Children's RE program wanted a high percentage of the rooms in the new hall designed to fit their needs."</p>
<p>Clearly present how Catalyst can support and contribute to the redevelopment decision-making process</p>	<p>"The very thing that made the project originally make sense (investing in a process which would gather real world information to guide decisions)... involved hiring and partnering with a not for profit developer who had expertise and some shared values... they led us through an examination of our values and hopes right at the start and understood as we added things to consider beyond their process, an inadvertent result of doing the process with them seemed to be that an assumption was made by some opposed to redevelopment that</p>

Distilled Essence	Interview Notes or Quotes
<p>Does attendance at Forums reflect whether the project is centred / not centred on UCV values, or are there other factors affecting attendance?</p> <p>The use of a communications expert may enhance positive engagement.</p> <p>Congregational engagement took place through focus groups with varying degrees of positive engagement</p> <p>Congregational buy-in was impacted by the upcoming change of minister. However, the transition process could have enhanced this and other big decisions moving forward.</p>	<p>people on the committee were all in favour right from the start... we needed to decide several things before we began the process that helped us clarify those issues!"</p> <p>The Board and leadership could have introduced Catalyst as "a fellow non-profit, and their mission and the reason that they exist and their constitution... is "to use real estate to create social change." That message could have been repeated. And then in repeating it, if there is still resistance there, let's get at that and deal with it head-on. If you think that Catalyst is out to take something away from the church, let's put that on the table and talk about it."</p> <p>"Michael or Robert (Catalyst) reviewed our starting point values at virtually every meeting but neither the meeting where they were identified initially nor many of the other meetings along the way ever had significant numbers and over time, many folks questioned if the project was even centred on values of ours. The initial stage did pass an AGM vote to move into more in-depth planning, but meeting quorums also do not take in a large sample of the group"</p> <p>"should it have been Catalyst or a communications expert who oversaw committees seeking parts of the relevant information and overseeing setting of priorities and examination to determine just what the congregation could actually commit to doing and then bring in the not-for-profit developer... or needed a liaison/overseer from UCV's view"</p> <p>"early on the committee realized there were important issues... which the committee could not take on... A forum was held...people signed up for...them. Focus groups were formed. They varied in how quickly and comprehensively they began to function. At least two did amazing work: financial sustainability review and environmental group. One, making recommendations about what would be desirable in a new Hewett Centre did a lot initially..."</p> <p>"Steven's retirement: many people were thinking that redevelopment would have been too much to do at the same time. Ironically, I think the transition process now, even though the project was turned down, is actually helpful as it is making space to reconceive our management needs and board roles which I think would have enhanced our process moving forward with redevelopment if we were doing it and/or will enhance how we can manage other "big deals".</p>
<p>Ministerial leadership strongly impacts congregational buy-in Changing Boards do not provide consistent leadership—requires the minister</p>	<p>"I would say critical that the minister be fully involved -- and essentially onside from the beginning preferably in some sort of leadership role. I mean look at the terms --- the terms of the executives are like one year term -- so it goes back to the involvement of the principal leader being the minister."</p> <p>"it would have been better to have set up a task force. It would have been a lot better to set up a set of terms of reference. The terms of</p>

Distilled Essence	Interview Notes or Quotes
A task force with clear TOR could help buy-in because the project will not be identified with the individual leaders, but rather the minister/board	reference were... look into the merits of redeveloping the site. We have a financial crisis... well... so the committee itself spent a lot of time figuring out what its task was, and as it went on and on and on, I think one of the unfortunate parts was that the congregation identified the work - not with the Board, not with the minister, but with Michael Clague and Gordon Gram."
Clarity is essential for healthy engagement	"Perhaps more discussion at front end re goals/ Unitarian principles / cost vs ideal options Also, clarity re Co-op history / definitions Clarity re tendering for architects-- many architects asked - few wanted the job to my understanding"
Good congregational engagement	"Forums were very good and well attended."
Uncertainty/low buy-in to needs underlying project	"In retrospect, in the beginning, there was not enough buy-in from the congregation. There wasn't convincing evidence that we needed more money to survive." "Rather than go directly to the Congregation, perhaps in-depth conversations with pertinent committees would be a helpful step" "A considerable part of the congregation was really unsure about the necessity of the development project."
RC gave avenues for engagement  Excellent approach to congregational engagement	"I think the planning team held many open forums with opportunities for people to comment. Some in sanctuary following services. Clear printed materials... summary of concerns in Jan 2020... Planning team very open to hearing concerns." "Deep and respectful involvement of people." "Most people heard talking about this felt it was a very open and thorough process. Respect for process. People silent about this may have already reached conclusion"
Many opportunities for engaged congregants to be well informed of the progress  Transparency about who has influence enhances engagement	"The many Forums for people to hear back and ask questions. Those that were offered were hugely valuable (only gap was at the very end, when a last Forum would have been very helpful). Written reports – these were helpful. And there were lots of opportunities to hear about progress" "An impression that within the circle of people who have a lot of influence on decisions at UCV, there was a consensus to shelve this RD project. I.e., there are those that hold informal power and influence, and that isn't really acknowledged."
Healthy engagement promotes community integrity  Many opportunities for engagement and sharing concerns. Zoom gives more opportunities now	"The process could have been better had there been more engagement from UCV members." "By the fourth year there was a <i>sense of fear</i> among some UCV members that the RC had already decided to proceed with development and that the voices of those concerned did not matter."  "There were many well-run forums. The RC was good at <b>communicating what was going on</b> and tried to engage with all the concerns. Going forward to future processes, we now have Zoom which can enable people to watch recordings. In recent online forums

Distilled Essence	Interview Notes or Quotes
	there have been over 60 people, which we couldn't accommodate before."
<p>Consensus at the outset on the possibility of redevelopment keeps all options 'on the table'.</p> <p>Beginning the process with looking for congregational engagement would help illuminate the best path forward</p> <p>Redevelopment committee shared lots of info</p> <p>Saw the reason for Catalyst withdrawing as lack of UCV willingness to consider redevelopment</p> <p>Young people would be encouraged by clear demonstration of willingness to explore redevelopment.</p>	<p>"The underlying topic [was] how does our membership feel about redevelopment as an abstract concept; how does our membership feel about housing in Vancouver; our ability to raise money and keep our budget going, you know, 20 years from now – how does our congregation feel about those two things. Our relationship to those two things [will determine if] our congregation [will] ever actually vote for redevelopment."</p> <p>"We would have done better to have a conversation at the beginning about "are we all in?" [for a possible redevelopment]."</p> <p>"Need to start with the whole congregation instead of starting with the Board and the committees (which sometimes takes the whole first year of a process)."</p> <p>"They shared lots of information (e.g., timetable about expected impacts/disruptions), but maybe there was a problem in getting all the information out there widely enough."</p> <p>"Catalyst backed out because they said the congregation was not onside. These two experiences suggest that the congregation has no appetite for redevelopment"</p> <p>[Other young people]" are "on the same page" and were frustrated that people were opposed to redevelopment in any form.</p>
<p>Info and engagement with Catalyst was good and people felt heard</p> <p>Complete information helps build trust and engagement</p>	<p>"Effective face-to-face meetings... Catalyst facilitated several sessions at the beginning soliciting input from the members. Good meetings in the Fireside Room; felt we were being heard."</p> <p>"The membership wanted to hear concrete details and next steps."</p>
<p>Forums were positive</p> <p>More congregational engagement needed</p> <p>Bring in the dissenters to get more engagement</p>	<p>"Getting together in redevelopment forums during the process" was effective"</p> <p>"More active involvement and input from more congregants."</p> <p>"Many probably felt they had unanswered questions but found it difficult to ask or frame those questions."</p> <p>"UCV members want to be part of a community where we are caring and want to "be on the same page" and so tend to avoid conflict"</p>
<p>Anticipate anxiety</p> <p>Need to get buy-in before engaging a developer</p>	<p>"If we do this again, we would need to have some conversation beforehand to talk about what would you make you feel safe?"</p> <p>"Need to get buy-in from congregation before we even approach a developer."</p>

Distilled Essence	Interview Notes or Quotes
Most engagement was positive	<p>"Having endless workshops that hopefully people would attend. Encourage the suspicious people to have their input and attend such sessions."</p> <p>"Most realized this was an exploration of whether we should develop, not that it was a fait accompli".</p>

**TABLE C<sub>3</sub>: CIRCLE OF CONCERNS**

Distilled Essence	Interview Notes or Quotes
Constructive, part of democratic process	<p>Thought Circle of Concerns was exemplary democracy and good church. OK with people discussing issues amongst themselves.</p> <p>If there was to be a group to ask the hard questions, it had to be a dissenting group, thus we needed the Circle of Concerns.</p>
	<p>One of the most effective parts of the decision-making process was the openness of the planning team to the member-initiated Circle of Concerns, which articulated concerns about development and set about finding answers. This was done respectfully, and acceptable answers were found to the questions posed, alleviating the concerns.</p>
	<p>Possibility of having a circle of concerns in future project. Having an opportunity for members to speak is important.</p>
	<p>Some felt this group needed to meet independently to discuss their views in a safe environment before bringing them forward.</p>
	<p>"The circle of concerns meetings were excellent."</p>
	<p>The Circle of concern group did valuable work and were respectful. The conversations had within these meetings should have come before the intensive redevelopment discussions.</p>
Neutral	<p>Dissenters started organizing Circle of Concerns. Perhaps this should have come from Committee itself.</p>
Mixed constructive and dysfunctional	<p>Circle of Concerns was a positive development, but they could have contacted the committee in a more fulsome way before holding their first "Listening Circle".</p>
Dysfunctional, undermining democratic process	<p>A small group (20-25 people) who were not in favour of Redevelopment... rather than accepting the majority decision, kept raising the same concerns. They reappeared among those at the Circle of Concerns meetings. This was detrimental to the process as it created an unhealthy dynamic of objection at every stage.</p>
	<p>Why did the folks who initiated the Circle of Concerns feel they couldn't launch that process within and as part of the committee process?</p> <p>Not happy with Circle of Concerns. Why did they have to do this independently? Why did the Circle of Concerns people feel they could not express their views as an integral part of the regular Redevelopment Committee process?</p>
	<p>My biggest concern was the separate process, the Circle of Concerns, that was set up... it's problematic that a parallel process was set up... Ideally you voice</p>

Distilled Essence	Interview Notes or Quotes
	your concerns in the same room. Suggestions were made to members of the CofC to take their concerns directly to the Redevelopment Committee.
	Some involved in the process didn't think Circle of Concerns should have met independently.

## APPENDIX D: HEALTHY RELATIONS DATA INTERPRETATION

### (Input reframed as positive attitudes and actions to enhance healthy relations)

<b>Table D1. Essences of individual input connected to Conflict/Covenant</b> 17/26 respondents mentioned conflict, Covenant of Healthy Relations, or both
<p><b>Pre-emptive standard for and agreement around good relations:</b></p> <ul style="list-style-type: none"> <li>• We all agree <i>in the beginning</i> on how we treat each other.</li> <li>• <i>The initial phases</i> of the project include buy-in from all interested parties regarding their responsibility to the covenant</li> <li>• Leaders use unbiased language indicating openness to a variety of outcomes</li> <li>• Bring Covenant of Healthy Relations into forefront (like 7 Principles).</li> <li>• Consider agreement to Covenant being a condition of membership.</li> </ul>
<p><b>During big decisions/projects:</b></p> <p>Open-mindedness to others' ideas and trust in good intentions:</p> <ul style="list-style-type: none"> <li>• We are open to others' ideas</li> <li>• We enhance trust with willingness to hear others' viewpoints</li> <li>• When asking questions of members of the team, assume their best intentions</li> <li>• We speak about our concerns without adding personal judgments</li> <li>• We assume good intentions and integrity in all members and leaders, including outside consultants</li> <li>• We have good faith in leaders</li> <li>• We address our project partners/consultants with respect</li> <li>• We trust in the appointed project leaders that they are good people who are looking out for the best interests of the church.</li> <li>• We ask questions in an open manner</li> <li>• Project leaders enhance trust by re-emphasizing how aligned the missions of the church and the partner are</li> <li>• We acknowledge the expertise of those we've appointed/contracted</li> </ul>
<p><b>Conflict: Acknowledge inevitability and healthiness of conflict:</b></p> <ul style="list-style-type: none"> <li>• We accept that all groups have some conflict – we consider conflict as new information to be integrated and responded to</li> <li>• We enhance trust with healthy debate, including willingness to hear others' viewpoints</li> <li>• We notice and act to ensure voices are heard and acknowledged</li> <li>• We surface and explore dissent/mistrust</li> </ul>
<p><b>Covenant: responsibility for self and others:</b></p> <ul style="list-style-type: none"> <li>• the Covenant of Healthy Relations becomes implemented as a system to deal with conflict</li> <li>• We are all responsible for upholding the inherent worth and dignity of every person, and abiding by the Covenant of Healthy Relations; We are all responsible for upholding the Covenant, no matter who is breaching it</li> <li>• We each hold ourselves accountable.</li> <li>• We encourage and support bystander intervention, so we all have the courage when needed to speak up and hold others accountable when the Covenant is not followed.</li> <li>• We have protocols to encourage positive interactions, and to intervene when the Covenant is breached, including mechanisms for following up on misunderstandings and concerns: a right process or advocacy team</li> </ul> <p><b>Respectful disagreement:</b></p> <ul style="list-style-type: none"> <li>• Those with <i>disagreements or concerns</i> agree to abide by the Covenant of Healthy Relations and adhere to the 1st Principle</li> </ul>

- If we *dissent* and/or have concerns we are accountable for expressing ourselves in healthy ways, remembering our 1st Principle and Covenant.
- We speak about our *concerns* without adding personal judgments
- We use respectful speech even in *disagreement*
- We are respectful and kind even in disagreement

**Covenant visibility and reiteration:**

- We are reminded often of how we ideally communicate with each other
- The Covenant of Healthy Relations is updated, prominent physically and electronically, reiterated in every gathering, and acted upon
- We bring covenant into forefront (like 7 principles); we consider agreeing to the Covenant being a condition of membership.

**Support for following Covenant:**

- Support the upholding of the Covenant through training in communication, collaboration, respectful decision-making, and bystander actions.

## APPENDIX E: SUBMITTED RECOMMENDATIONS, HOPED-FOR OUTCOMES

This input ("data") came from three primary sources:

1. 20 interviewees answering the questions
  - what would you recommend to mitigate any aspects of the RD process that you were concerned about?
  - what do you hope for as an outcome of the DMTF's work?
2. Emailed input to DMTF March-April 2021 from members of the congregation
3. Suggestions to include in DMTF report received by email from some Board and MTT members, and from chairs of the RDC (sought and received from Nov 2021-early 2022).

The input and recommendations fell into the following categories:

- A. Recommendations for planning/decision-making in future projects
- B. Recommendations/hoped for outcomes specific to redevelopment project
- C. Recommendations regarding content\* and format of DMTF report (\*in addition to what is listed in A)
- D. General wishes for the UCV community.

See Table below: Submitted Recommendations, Hoped-For Outcomes

Red checkmark (✓) indicates a version of this suggestion is incorporated in checklists in the Recommendations section.

### Submitted Recommendations, Hoped-For Outcomes

Colour code: **Trust** **Planning/Leadership** **Engagement** **Democratic Process** **Healthy Relations** **General**

#### A. Recommendations to mitigate/prevent concerns that arose in this redevelopment project, when/if another project undertaken:

##### **Pre-project:**

##### *Trust-related*

- Minister fully involved ✓ and ideally on-side with the project (Minister represents continuity while Board changes year to year)
- If minister neutral or against, their opinion should be known ✓
- Board should be neutral and/or organizing a secondary oversight body w continuity ✓
- Transparency of Board processes and role in project ✓
- Trust in and Support for leadership: trust in their decision making and build robust buy-in to that group ✓
- Trust in one another, that we are all doing our best ✓
- Neutral (and seen to be neutral) facilitator in charge of all discussions and presentations ✓

##### *Related to planning, leadership*

- Hold sessions to talk about values and commitments, both at the start of and during big projects/decisions, as well as in an ongoing way, as part of the life of this community ✓
- Establish: How is this project an expression of our mission? Build a strong "why" ✓
- Then evaluate: re: are we ready to consider this project (e.g., Redevelopment, or other big initiatives)? ✓
- If there are two or more goals, make sure they are not in conflict ✓
- Clarity about history, related projects in past ✓
- Concise checklist when board or congregation is approaching a decision. ✓
- A future-focused planning system that looks at 10, 20, 30 years down the road ✓

### Submitted Recommendations, Hoped-For Outcomes

- For financial decisions, consider whether current revenue model is sustainable, unwise to rely on bequests? ✓
- Consider nominal planned giving from those older members with windfall profits on their home ✓

#### *Related to engagement*

- Create an inventory of skills, talents of members to support and sometimes replace outside experts ✓
- If capacity/resources exist, focused, facilitated widespread brainstorming about the issue before hiring anyone, with vetted variations ✓
- Consider separate forums for groups, committees ✓
- Special efforts in outreach to UCV membership to include underrepresented members, such as IBPOC and youth, many of whom are affected by decisions long beyond many congregants, and others traditionally not heard from: people with language issues, lower education, immigrants who have been taught never to contradict people especially their leaders, and people who are not able to get to forums or access online meetings ✓
- A time schedule in place, planning ample time for input from congregation, and lots of patience – this builds trust, given that diverse viewpoints are usually present regarding any important issue ✓
- Using a conscious, facilitated process at beginning to bring out issues and concerns; encourage those who are concerned about or opposed to the project to attend such sessions, allow sufficient time to achieve some convergence or at least acknowledgement that concerns have been heard, even if not all can be *attended to* ✓

#### *Related to Healthy relations*

- Describe what a healthy process ought to look like; make Covenant of Healthy Relations central ✓
- Determine: are we collectively committed to a healthy process? If so, we all collectively commit ourselves to taking responsibility for making it work. ✓
- State at outset how to register dissent ✓

#### ***At onset of project:***

##### *Healthy Relations*

- Conscious commitment of leaders of UCV, leaders of project, and congregation members to abide by Covenant of Healthy Relations throughout ✓
- Appoint a Covenant of Healthy Relations advocacy team to work alongside the planning team for the duration of the project (and possibly as a permanent body) with a mandate to follow up on possible misunderstandings or disgruntlements; protocol for dealing with inappropriate and false questions and comments ✓

##### *Trust*

- Get congregation's commitment to trust that the committee tasked with the work will deal with outside consultants; individuals agree not go over the committee to contact the outside consultant, i.e., to contact the committee with any concerns ✓

## Submitted Recommendations, Hoped-For Outcomes

### *Planning/Leadership*

- Have a strong & experienced executive or other over-arching body that the committee can turn to if it needs help, which can intervene it becomes aware of issues; strong relationship between committee and this body ✓
- Lay out the process and the timelines definitively, and if those timelines don't happen, you have to shift something. ✓ There are consequences for not meeting timeline; be sure it is a conscious informed choice to delay, transparently justified ✓
- Discussion at front-end re goals/ Unitarian principles / cost ✓ vs ideal options [?]
- survey to see how aware members are about the process and whether their expectations align with the plan ✓
- All consciously agree on how we make decisions ✓
- Create clear terms of reference, agreement on what our constraints and goals (financial and otherwise) are for the project and ensure **everyone agrees that these are the parameters** ✓
- When disagreements arise, use participatory decision-making (e.g., convergent facilitation or sociocracy) to arrive at willingness
- Clarity re definitions as early in the process as possible; get expert advice, e.g., hire a lawyer or other expert ✓
- Clarity re processes, e.g., tendering for outside experts ✓
- Rather than go directly to the Congregation, perhaps in-depth conversations with pertinent committees would be a helpful step ✓
- (vs.) Need to start with the whole congregation instead of starting with the Board and the committees ✓
  - Set up project go/no go parameters (e.g., large bequests, pandemic) ✓
- You need leadership to say, "Yes, you can bring forward new information or new concerns. But we've passed the point of where you can continue to resist the vision. That has been fundamentally agreed and voted on. But if you have new concerns or new information, let's hear it" ✓
- Acknowledge that when we resist a change and choose to not act, we are still making a choice ✓
- Need to allow dissent at any time, but at times, need to say – we hear that , but it is not the will of most - or use CF/ sociocracy to converge. ✓

### *Engagement*

- Coordinate volunteers, we have a lot of strengths ✓
- Consider a volunteer coordinator, and a communication system to reach everyone ✓

### *During process:*

#### *Engagement*

- Over-communicate about all upcoming opportunities to get more information and give input (e.g., posters, models, emails, forums)
  - Provide many means to share, so all who want to contribute know their voice was heard ✓
  - Anticipate negative reactions and be ready to listen for underlying concerns ✓
  - If necessary, repeat a conscious, facilitated process to bring out issues and concerns that have arisen; encourage those who are concerned about or opposed to the project

### Submitted Recommendations, Hoped-For Outcomes

to attend such sessions, allow sufficient time to at least acknowledge that concerns have been heard, even if not all can be attended to ✓

- Determine how many are ambivalent ✓
- There is responsibility for those who opted not to fully participate to acknowledge that "there was a process, I just didn't participate in it" ✓
- Informal opinion leaders proactively engaged, and their own concerns articulated to the whole (not just behind the scenes) ✓
- For prolonged processes, may need to re-educate people along the way as conditions, people, engagement changes ✓

#### *Planning, Leadership*

- leadership needs to be OK with people not agreeing, of taking action even in the face of disagreement, but encourage abiding by the Covenant of Healthy Relations (COHR) ✓
- for prolonged projects, consider a trade off [of leads or co-leads] every year, e.g., two people leading [the process] and then two people on the steering committee are observing and learning things as they go in order to take over next ✓
- there have to be really compelling reasons and widespread buy-in for considering revising terms and parameters (i.e., to change the goal posts) ✓
- However, some flexibility is required for unanticipated changes in conditions ✓
- Those directing project to be vigilant about level of engagement and rising concerns ✓
- Be careful about limiting a big process to one stream, when we have multiple values (social, Indigenous, environment, etc.) ✓
- Outlining a process as we go along in a clear way, this is the process we are engaging in, being clear about the process expected of the congregation ✓
- Be clear about what we are asking people to do ✓
- Be clear on what task is and who is doing it ✓
- Using outside consultants is critical but also tap into expertise within church. ✓
- Establish a protocol for naming, dating and filing documents to facilitate retrieval. ✓

#### *Trust*

- If there is mistrust along the way, get at that and deal with it head-on ✓

#### *Democratic process*

- At various stages along the way, instead of a vote, do a "gradient of agreement" ✓

#### *At final evaluation/"vote" on project:*

- Consider written questions, oral answers ✓
- Clarity about voting "pass" threshold established at or near start of project ✓
- Consider whether an actual vote is needed or just an explanation, and possibly a review session ✓

### B. Suggestions, hoped-for outcomes Specific to Redevelopment Project:

#### *Planning, leadership*

- If co-ops involved, clarify the history and definitions of co-op housing and disseminate the information early ✓
- Determine what support would have been helpful to Michael and Gordon ✓

### Submitted Recommendations, Hoped-For Outcomes

- More board input and oversight (by board or another body) of a big process to support the committee and monitor reactions of other groups ✓

#### *(Engagement)*

- CofC (Circle of Concerns) was a positive, but they could have contacted the cite in a more fulsome way before its 1st mtg ✓
- The conversations within the Circle of Concerns meetings ideally would have come before the intensive redevelopment discussions
- Differentiate resistance based on new information vs ongoing resistance from the start – the latter is not amenable to discussion unless the whole project changes ✓
- have a model and/or a workaround to see impact on property. ✓

#### *(Democratic Process)*

- Instead of a final vote, the planning committee could have simply reported out to the AGM, and then members be given the opportunity to decide separately at another meeting whether to pursue a co-op redevelopment model. ✓

#### *(General)*

- Closure, acceptance of outcome of what was a democratic process; that it is not seen as a failure ✓
- Suggest sharing [the text](#) of Frank Tester's March 21 2021 homily ("The Other in the North - Industrial Development on Baffin Island"), which could clarify some issues
- A wish: use some of that property that's just used for parking right now, build purpose-built rental buildings, include some low-cost housing, and enough of it to be a revenue-generator that would be an ongoing stable revenue source for the church, if it's possible to make money that way
- Acknowledge that we have more to learn about
  - the potential to achieve meaningful "affordability" in housing ✓
  - the potential to achieve our goals and retain the existing Hewett Centre an interconnected part of the existing campus
- Learn from others
  - e.g., French architectural firm Lacaton and Vassal (winner of the Pritzker Prize for Architecture), whose premise is:
    - to keep what exists, maximize benefits from re-use and transformation. Take advantage of the existing, look at it as a positive; check and change what is not working.
    - to understand the soul of the building, keep the layers of history and add new life in a new layer
    - to understand the spaces around the bldg; public space is a place of connection
    - to acknowledge where society is going re affordable public housing: begins with a strong intention to provide for people
    - e.g., from Vancouver architect Peter Cardew): when you figure that most of the energy that goes into a building comes from the one-time act of construction, you are already ahead when you can keep a building rather than demolish it."
- That maybe "Redevelopment" gets rebranded, as that word has a lot of baggage.
- That we do not shelve further Redevelopment exploration

## Submitted Recommendations, Hoped-For Outcomes

### C. Recommendations/ Hoped for outcomes from DMTF work/report:

#### **DMTF Report format and content:**

##### *Report Content*

##### *(General)*

- Report outlines a systematic way that we do things:
  - a way to undertake big decisions to bring in the whole congregation,
  - a system that people are familiar with and is recorded and kept up to date
  - an evaluation process to make sure it is flexible to meet the needs at the moment.

##### *(Healthy Relations)*

- Any specific points that could make the Covenant of Healthy Relations more robust or clear
- Recommendations for a *Healthy Relations & Constructive Process task force*. Could include
  - how you interact according to the Covenant of Healthy Relations
  - Effective steps to address any behaviour that contravenes covenant of HR, so that organizers and leaders of any project could have the confidence that there is *a system in place* to deal with conflicts and concerns that get out of hand
  - Identifying the contravening behaviour and discussing it with the parties involved
  - When dissenting voices become disruptive, how members are held accountable for their inappropriate behaviour in interacting
  - how bystanders can support: strengthen all members to recognize impact/harm and support those impacted/harmed by out-of-covenant behaviour:
    - more bystander training, practice, and reminders.
    - eliminate silence around and tolerance of such behaviour, reminders that we are all responsible to eradicate it.
    - first support the affected, then see how to support the “author” of the harm (may require support from trained individual) to identify concerns underlying the contravening behaviour)
    - review Covenant and recommit to it
    - review what happened and take steps to mitigate future events
  - covenant to extend to online communications through emails and ucv-chat; imagining that you are face-to-face with the person you are writing to or about.

Training: in how to work collaboratively and communicate in a healthy way, to benefit anyone working on issue (e.g., Nonviolent Communication)

Explicit mention of conflict as an opportunity for emotional and spiritual growth; provide some references.

references to possible formats for group practices that include heart and body as well as head, both while in progress and at the end of a contentious issue.

Explicit reference to our congregational and associational (CUC) commitments including: principles, sources, covenants, vision and mission

##### *Report Format:*

##### *(General)*

- Keep report simple, short, that will be read and can be used.
  - Any reference to specific conflicts be put in an appendix, rather than the body of the report, so that in future, the report stands alone.
-

### Submitted Recommendations, Hoped-For Outcomes

- Checklists as a useful tool for a decision-making body themselves and for anyone else to ask questions or make suggestions about a process they feel needs attention
- Asking a decision-making group to “test-drive” the checklists before finalizing them

### D. Wished for Shifts in UCV Community:

#### *Covenant of Healthy Relations*

- Raised awareness of COHR and renewed commitment to it, with accountability
- COHR becomes a living document, brought into forefront (like 7 principles)
- Condition of membership is agreement to COHR; included in what new members receive

#### *General outlook*

- That we put the collective community's needs over individual personal preferences
  - That we find a way to have healthy covenants with each other, to move forward without toxic subgroups
  - That we see the best in each other. We are all trying to do our best.
  - That we remember we set high standards for ourselves, and for our behaviour towards one another and the work we do together. Our principles commit us to sweating it through respectfully, constructively.
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## APPENDIX F: UCV COVENANT OF HEALTHY RELATIONS

This is a covenant to guide how we behave towards each other and to groups and individuals within the congregation. The objective is to enhance a safe climate that is courteous, friendly, supportive, respectful of others, open and honest.

Because I believe in the inherent worth and dignity of each person, I will endeavour to:

- Be compassionate and supportive in my relationships with others, assume their best intentions and be curious rather than judgmental.
- Communicate with active listening and consideration. Explain concerns to the person directly and share differences respectfully. Focus on the current problem - not the person.
- Balance being open to new ideas with respect for our traditions.
- Be attentive to our community's needs, generous with my talents and careful with the church's resources.
- Keep the big picture in mind, be patient with myself and others and stay engaged in the process of change; participate in the decision-making and respect the decisions that are made.
- Discuss conflicts in our church in a way that respects the privacy and dignity of those involved.
- Recognize and praise others and myself for the work we do in the church and be forgiving when we make mistakes.
- Support, in a constructive way, the work of the minister, staff and congregants.
- Deepen our connections by getting to know and understand people of all ages and points of view within the congregation.
- Nurture my own spiritual needs in this community and support others in their search for truth and meaning.

*Approved on November 27, 2005, by the Annual General Meeting of the Unitarian Church of Vancouver*

## APPENDIX G: PRELIMINARY RECOMMENDATIONS (TO BOARD, JANUARY 5, 2022)

## Preliminary Recommendations of the Decision-Making Task Force Arising From the Review of the UCV Redevelopment Process

**January 5, 2022 (Amended version of January 4 report)**

The Decision-Making Task Force of the Ministerial Transition Team is pleased to present to the MTT and Board our preliminary recommendations for future big congregational processes and decisions. These are based on the extensive and considered reflections of multiple individuals about the process undertaken from 2016–2020 to study possible redevelopment of the UCV campus. We interviewed 19 congregants along with Robert Brown from Catalyst and received email input from five additional congregants. Most, but not all, had extensive involvement in some aspect of the redevelopment process. As well, we carefully considered the “Personal Note to UCV Members” from Michael Clague, which he shared with the Board in November 2020.

From this comprehensive input we have identified five key themes around which we have organized our recommendations. Many of these recommendations are presented in the form of checklists that we hope will be useful in future deliberations around important decisions.

Note that these are preliminary recommendations and there might be some minor changes to the recommendations in our final report. The final report will also contain a thorough analysis of the redevelopment process.

### Five Key Themes

- 1. Trust**
- 2. Planning and Leadership**
- 3. Engagement and Buy-in**
- 4. Democratic Process**
- 5. Healthy Relations**

**Table 1. Key Factors in Big Congregational Processes and Decisions**

<p><b>Trust:</b></p> <ul style="list-style-type: none"> <li>I. in the process</li> <li>II. in the leaders of the process</li> <li>III. in one another</li> </ul>
<p><b>Planning and Leadership:</b></p> <ul style="list-style-type: none"> <li>I. Comprehensive terms of reference with clear goals and vision</li> <li>II. Values and principles that provide a framework for those guiding the process as well as others participating</li> </ul>

- III. A planning methodology that addresses the steps in the process, as well as project constraints and capacity
- IV. Clearly identified roles and responsibilities for key leaders as well as organizational support for the leaders and for the planning process

**Engagement:**

- I. Outreach and information sharing
- II. Congregational buy-in, engagement, and personal responsibility

**Democratic Process:**

Clear process for decisions before, during, and at end of the project

**Healthy Relations:**

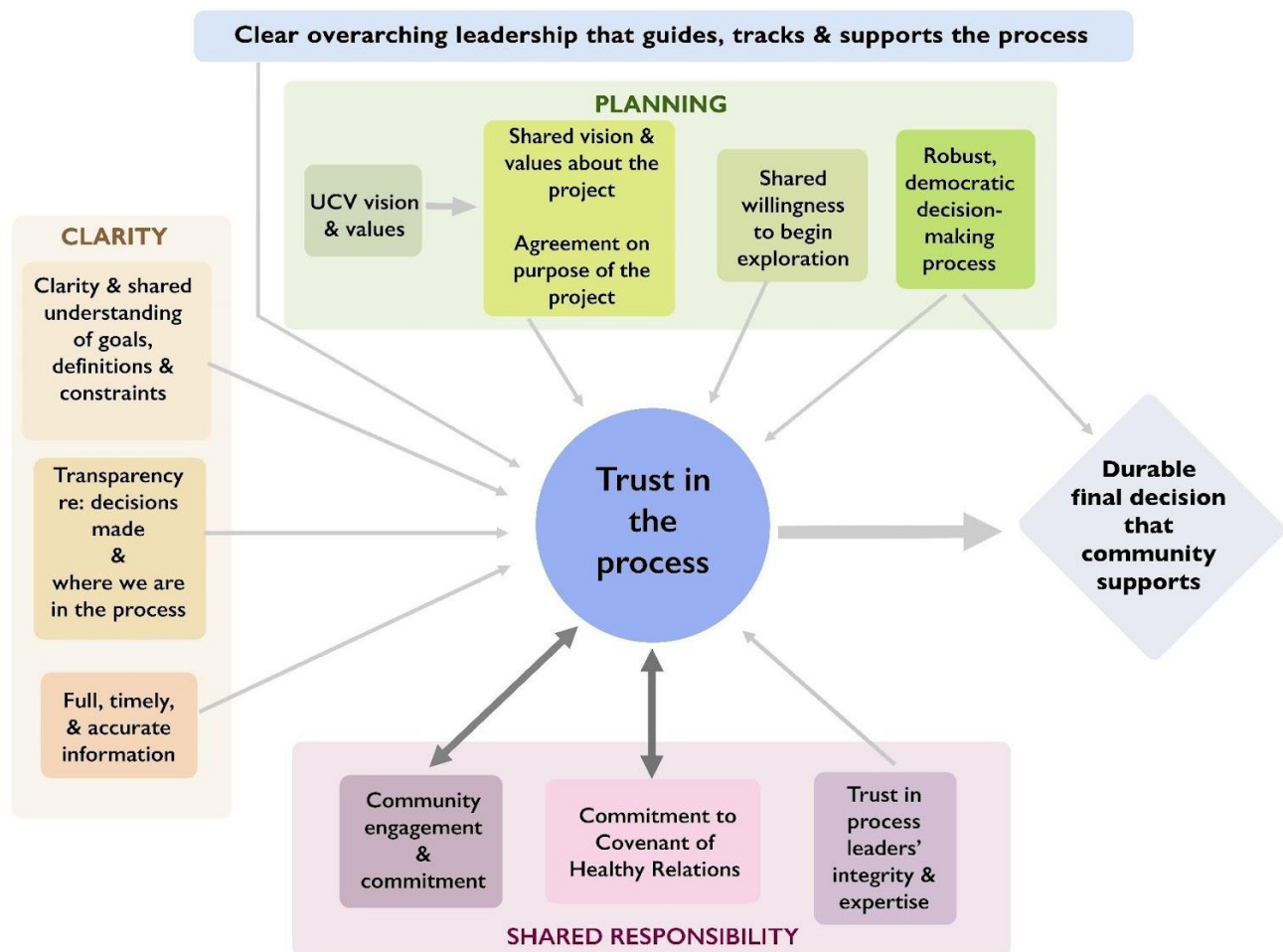
- I. Community and individual commitment to our *Covenant of Healthy Relations*
- II. Systems for supporting/practising healthy communications and restorative processes

**1. Trust:**

For any process to be successful there must be a high level of trust among those who are involved in the process as well as those who will ultimately be affected by its outcome. Trust is built through structures, policies and behaviours that are set out and agreed to in advance. All the stakeholders must be reminded of the elements of trust throughout the lifetime of the project. Trust requires commitments from the team intimately involved in the process, the leadership of the organization, and congregational members. Engagement of the congregation and trust are intimately linked.

Figure 1, on page 3, illustrates multiple factors influencing trust, and how those factors are related to one another. The components influencing trust fall into categories of planning, clarity, shared responsibility, and overarching leadership.

Figure 1. Factors influencing Trust in Big Processes and Decisions



## 2. Planning and Leadership

- A. Central to the work of the Redevelopment Committee was the planning process itself. This process has several stages, consisting of:
1. First, values and principles should be agreed upon at the outset. These guide how participants treat one another and how participants work together as a team. Values and principles also should guide what is critical for the planning process and the plan itself and be connected to the overall mission of UCV. It is important to develop an overall vision that is broadly agreed to by members of the congregation (even if the details of the project or decision are still in process).
  2. Second is determining the methods or steps in the planning process. This should include the establishment of a planning team with clear terms of reference as well as clear goals and project parameters, including project scope, financial goals and identifying funding sources for the planning process itself.
  3. Third is the actual work of building the plan and determining the criteria for selecting any outside consultants.

4. Fourth is the execution and tracking of the plan itself.
5. Throughout all of the above processes, an agreed-upon robust participatory decision-making process should be used to ensure all stakeholders are included and any decisions made are durable and understood to be in the interest of the community.

B. Another aspect of the planning process is leadership and oversight. In any big project, such as the redevelopment process, there needs to be clear accountability and understanding of who does what. In striking a committee or task force, there should be clarity about how often and on what matters the committee reports to and receives input and support from the board and/or designated oversight body. Both in the beginning and throughout such a process, clarity around involvement of broad layers of the organization is critical: board, parish minister, applicable committee and members of the congregation.

#### PLANNING AND LEADERSHIP CHECKLIST

- ☐ Is there widespread discussion and agreement from the outset about the values and principles guiding the planning process and the vision and goals for the project?
- ☐ Is there broad agreement that the outcome of the decision-making process will be accepted, knowing that it will be arrived at for the greatest community benefit?
- ☐ Does the planning/leadership group have clear terms of reference from the outset?
- ☐ Is the project scope and parameters, including constraints, defined and clear to all?
- ☐ Is congregational leadership (board, delegated individuals and teams, and influential individual members) providing consistent oversight and support for the decision-making process?
- ☐ Does the minister provide leadership and support for the decision-making process?
- ☐ Are the leaders of the process and other leaders involved equipped to lead a robust participatory decision-making process?

### 3. Congregational Engagement and Buy-In

Any big decision-making process in an organization like UCV requires substantial and sustained congregational engagement and buy-in to succeed. Congregational engagement and buy-in was one of the most prevalent themes in our DMTF interviews.

DMTF interview respondents noted that:

- Healthy congregational engagement is a requirement for future collective decision-making processes to succeed and enriches congregational well-being.
- Seeking congregational engagement at the beginning and throughout a big process is a very positive platform for a successful process.
- Engagement is a two-way process: congregants must also take responsibility to be active in the process if they have a stake in the outcome.

#### FOSTERING ENGAGEMENT AND BUY-IN CHECKLIST

- ☐ Are mechanisms in place to regularly reconfirm congregational buy-in to both the decision-making process and to the possible or probable outcomes of the decision-making process?

- ☐ Are there sufficient opportunities for congregants to get information and to ask questions about the decision and the decision-making process?
- ☐ Are the decision-making leaders and groups seeking out all voices (including those with less power, dissenters, and others with differing ideas and points-of-view) right from the beginning of the decision-making process?
- ☐ Is dissent sought out early in big processes? Do the dissenters feel that they have been heard and that there is a will to include their concerns in the decision (even if their concerns may not, in the end, be fully resolved)?
- ☐ Are congregants informed about and encouraged to take responsibility to engage in the decision-making process by:
  - attending meetings
  - asking questions
  - keeping track of things
  - discussing with others
  - encouraging others to engage
  - assuming leaders are acting in good faith?

#### 4. Democratic Process

The DMTF reiterates the words of Rev. Steven Epperson in his 2017 annual report:

*I encourage all of us to seriously engage with the redevelopment process, to ensure that our voices are heard—including both our concerns and hopes for the future of our presence at 49th & Oak. This is a grave and important decision. **Whatever the outcome, it should be informed by our democratic process—by the intensive, considered input from an engaged and well-informed congregation.***

In our review, we find that an important element in the democratic process is inviting dissent and exploring, early on, all the voices and points of view before the process goes down a path that does not easily allow for reflection or modification.

A robust decision-making process, as noted above, is essential for an outcome that most or all can agree to, as the concept of a decision based on overall community well-being will be implicit in the process. Decisions are made throughout the process and a robust process for these applies as much as to the final decision. It is important to have clarity and agreement from early in the process about the parameters (e.g., majority required, or other measure of agreement) of the final decision on whether or not to proceed with any given proposal.

##### DEMOCRATIC PROCESS CHECKLIST

- ☐ Do those involved in leading decision-making processes have the necessary background, skills and support?
- ☐ Are there clear go/no go decision-making points as the process proceeds?
- ☐ Is it clear who within the organization makes decisions on what aspects of the process (e.g., committee, board or congregation?)
- ☐ Is the voting threshold for congregational votes clear from the outset (e.g., majority, two-thirds, etc.) and is this consistent with the UCV's bylaws?

## 5. Healthy Relations

**Healthy relations, respect for one another, and how we deal with conflict** were mentioned by a majority of interviewees. All of the other elements above are interwoven into how conflict arises, is resolved, and is averted.

As noted in Figure 1, on page 3 (Trust), it is critical to strive for shared vision, and for clarity, shared understanding, transparency, and agreement around goals and democratic processes for any big decisions and processes in order to enhance trust, a sense of agency and inclusion, and a sense that we are all in this together. Likewise, establishing a clear leadership structure with continuity of oversight throughout the life of the project, and two-way commitment to engagement, maintains cohesion and faith in the process.

Healthy relations are a congregational responsibility, requiring collective and individual ownership.

### Recommendations:

- **Early and frequent agreement about how we communicate with each other.**
  - Abiding by the UCV congregational *Covenant of Healthy Relations*:  
Making this Covenant a living document, updated and regularly reviewed, clearly visible, reiterated often, and incorporated into all of our processes
  - **Having agreed-upon processes in place (systems) for** when conduct departs from the Covenant
- Consider appointing a position or body that is *proactive* in assisting UCV groups and individuals to function with healthy relationships, and *responsive* when issues arise that threaten the function of groups/committees.
- **Elements important in healthy relations in any big process:**
  - **Staying open to others' ideas and trusting in others' good intentions**, especially the intentions of those leading the process
  - **Being accountable** for one's own conduct and accepting community responsibility to intervene when another's conduct departs from the Covenant
  - **Acknowledging the inevitability and healthiness of disagreement**, inviting dissenting views to be openly and respectfully expressed, acknowledging them, and addressing where possible the concerns embedded in the dissent or concern

### HEALTHY RELATIONS CHECKLIST

- ☐ **Do we have a recently reviewed and affirmed congregational Covenant of Healthy Relations\*?**
- ☐ Is the Covenant posted prominently in UCV's physical spaces, and easily located on the website?
- ☐ Do all committees, task forces, and other groups agree to the Covenant as individuals and as groups?
- ☐ Is the Covenant reviewed periodically, and is there a process for considering and incorporating feedback about the Covenant?
- ☐ Are new members asked to review and agree to the Covenant of Healthy Relations?
- ☐ Is there at least one service per year devoted to the Covenant of Healthy Relations?
- ☐ Does the Covenant include a system to track, intervene, and follow up on concerns and conflicts?

- ☐ Is there a process for addressing conduct that does not uphold the Covenant?
- ☐ **Are there opportunities and resources to learn and practice elements of collaborative/ compassionate communication, participatory decision-making, and bystander intervention training?**

*\*Note this refers to the Covenant of Healthy Relations that was congregationally developed and approved in 2005 and reaffirmed by the Board in 2020, to be distinguished from other UCV covenants developed for specific purposes.*

## Conclusion

This brief report summarizes the DMTF's preliminary recommendations for each of the five key themes that we identified in our analysis. While there might be minor changes to the recommendations in our final report, we hope that the MTT and the Board will find this preliminary report useful in upcoming planning.

Submitted with respect by the Decision-Making Task Force of the Ministerial Transition Team

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