



Congregational Survey

January 2025

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Flourishing Congregations Institute

The Flourishing Congregations Institute
researches the Canadian Church, interpreting
and sharing data with church leaders across
the country.

150 Ambrose Circle SW,
Calgary, Alberta T3H 0L5
(403) 407-9448

flourishingcongregations@ambrose.edu

INTRODUCTION

Flourishing Congregations Institute

The Flourishing Congregations Institute is an interdisciplinary, ecumenical research centre, currently housed at Ambrose University, in Calgary, Alberta. We research the Canadian Church, interpreting and sharing data with church leaders across the country. Over the years, several funding partners have come alongside the Institute to share in this endeavor. These partners include: Ambrose University, the Roman Catholic Diocese of Calgary, Cardus, Christian and Missionary Alliance (Midwest and Western Canadian Districts), Council for Christian Colleges and Universities, Global Leadership Network Canada, Social Sciences and Humanities Research Council, Stronger Philanthropy, Turning Point Consulting, University of Saskatchewan, and World Vision.

Our research team includes Dr. Joel Thiessen (Director, Ambrose University), Dr. Arch Wong (Associate Director of Practitioner Engagement, Ambrose University), and Dr. Katie Steeves (Associate Director of Research, Trinity Western University). We also have a Partnership Council, comprised of church, denominational, and parachurch leaders from across theological traditions and Canadian regions. More on this group can be found in the [“about us”](#) section of our website.

Context for the Congregational Survey

On behalf of the Institute, we want to thank you for being involved in this congregational survey. This survey was first developed as part of a larger multi-phase research project that started with interviews and focus groups with over 100 church and denominational leaders across Catholic, mainline, and conservative Protestant settings in five Canadian regions (Vancouver, Calgary, Winnipeg, Southwestern Ontario, and Halifax). During those interviews, we asked leaders to describe for us what comes to mind when they think of a flourishing congregation. Among other things, those conversations contributed to what we are calling a “flourishing congregations construct.” For more on how and why we conceptualize a flourishing congregation as we do, see our [2019 article](#) and [2021 book](#).

The construct (seen on page 4 of this report) was originally tested in 2017 using version 1.0 of a national congregational survey. This study included over 250 congregations/parishes and over 9100 respondents across theological groups, Canadian regions, and varying church sizes and contexts. In 2021, the construct was then tested a second time using version 2.0 of the congregational survey. We have since incorporated adaptations to this survey instrument to develop a third (and hopefully more refined) version of the congregational survey. This report pertains to version 3.0 of the national congregational survey, and reflects the intellectual property of the research team at the Flourishing Congregations Institute.

Of course, this construct is not at all perfect, but it serves as a common framework to study more deeply the perceptions and experiences of congregational life in Canada, across theological contexts and Canadian regions, mindful that some elements of the construct resonate more strongly in some traditions than others.

Our interest – and we hope yours as well – is not only in the individual dimensions, but also in the whole construct. This survey is an attempt to parse out several elements of the overarching construct. We do not intend for this construct or these results to infer a hierarchy (i.e., variable ‘x’ is more important than variable ‘y’).

Nor do we wish to suggest that flourishing equals numerical growth, though interestingly, this was one of the strongest points of contention during our phase one interviews, and stands out as a key distinguishing variable when analyzing survey data (i.e., comparing growing vs. declining congregations). Our view is that few congregations flourish in every way, and few congregations are without flourishing in at least some areas. This survey, report, and subsequent application in congregational/parish settings is intended to help congregations identify areas of strength and to build upon those, all the while progressively focusing on areas that a group deems worthy of more dedicated attention for its particular context. Some groups may even wish to repeat this survey at different time intervals and compare results across time (more on this possibility on our [website](#)).

How to Read this Report

To balance our research ethics obligations and our desire to provide all that we can to your congregation/parish, we have only included aggregate data. We did so to ensure confidentiality and anonymity for congregation/parish respondents (those in smaller congregations/parishes will be more appreciative of this). A few cautionary words at the outset as you read this report:

- A report like this one is only as strong as the sample size represented. If 30 people out of 500 in a parish/congregation completed the survey, the results should be taken as much less indicative of overall perspectives in the parish/congregation. Conversely, where 75 out of 100 responded to the survey, far higher confidence in the findings would be warranted. Nevertheless, as you review this report, we encourage you to know that you are hearing/reading your own voices/perceptions back to yourself.
- The charts throughout this report display the proportion of those in your parish/congregation who completed the survey and responded to the options available to them. For example, if 75% of people say they “agree” on a given item, this percentage captures 75% of those who filled out the survey (see first point above on how indicative this may or may not be of your entire parish/congregation).
- This report is a descriptive account of how those in your parish/congregation perceived and experienced different aspects of parish/congregational life when the survey was done. Perceptions and experiences are important because they shape people’s reality and thus behaviour. These perceptions and experiences do change over time. Regardless of your personal perceptions, experiences, or aspirations, we encourage those who read this report to pay particular attention to the overarching narratives or themes that arise in these data.
- This report is a descriptive rather than prescriptive document, though we offer some suggestions at the end on possible ways for you to make sense of what you have read.

- When you read a chart, you might find it helpful to combine the strongly agree and agree, neutral and unsure, and disagree and strongly disagree percentages. Doing so can give you a snapshot of your parish/congregation across three general perspectives.
- The numbers included in this report have been rounded to the nearest percentage point. Thus, the figures contained in each chart will not add up to 100% in every instance. Please keep this in mind as you review this document.
- Every parish/congregation has strengths and weaknesses. It is reasonable to assume that respondents will express uneven or varied experiences (positive or negative) across a parish/congregation and that sub-cultures exist within one parish/congregation. This report will likely affirm some areas where you believe you are already flourishing, validate some hunches you had on different aspects of parish/congregational life, and possibly alert you to some unexpected findings. We cannot stress the following any stronger: the aim of this report is not to present a negative image of any person or parish/congregation or to stir controversy. The data provided in this report can be powerfully used (but there is also a possibility of misuse). We strongly discourage individuals or groups from taking these findings and rushing to quick judgments or hasty decisions. Rather, we encourage you to take your time to read, dialogue, pray and process; use these findings as a possible starting point to help name different realities in your context; create opportunities for healthy conversations and process around these findings; and take strategic next steps that make sense in the context of your parish/congregation.

We have structured this report into broad sections: General Demographics, and Construct Themes (e.g., Innovation, Discipleship, and Neighbourhood Involvement). At the outset of each, we have provided a short overview of our thinking and aims. We then provide sleeve questions from these sections of the survey, with the data specific to your parish/congregation. Because our data collection is ongoing and does not include a representative sample of all congregations/parishes in Canada, we are not able to

provide any overarching baseline or normalized comparisons (i.e., how your congregation/parish compares to all other congregations/ parishes in your theological tradition or more generally). We do hope to provide sector and other comparisons in the future. However, we have published articles and books that capture many of the larger findings from our work to date, available under the "[Research](#)" tab of our website.

Two resources that may be helpful to you include our 2021 book, [Signs of Life: Catholic, Mainline, and Conservative Protestant Congregations in Canada](#), and our 2024 book, [The Stories Congregations Tell: Flourishing in the Face of Transition and Change](#).

Following your parish's/ congregation's results in this report, we provide some recommendations for sharing this information with your congregation, next steps, and additional resources.

If, after reviewing this report, you have queries about specific questions [contact our research team](#).

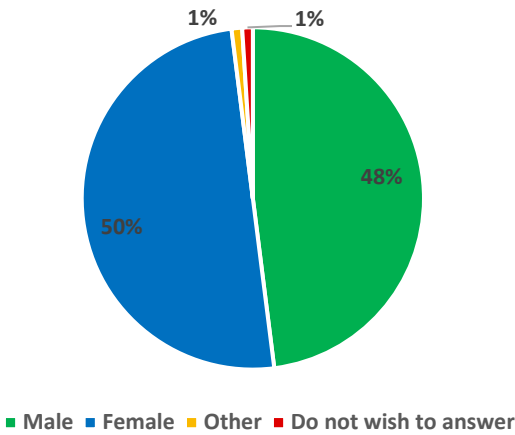


127 people from your congregation/
parish completed this survey. The
following questions capture a
handful of demographic questions
about those in your congregation,
as well as some general perceptions
that people have about your
congregation.

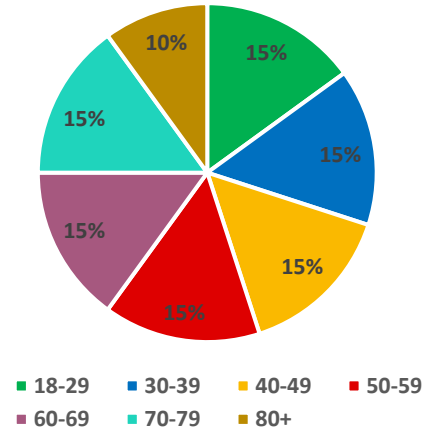


General Demographics

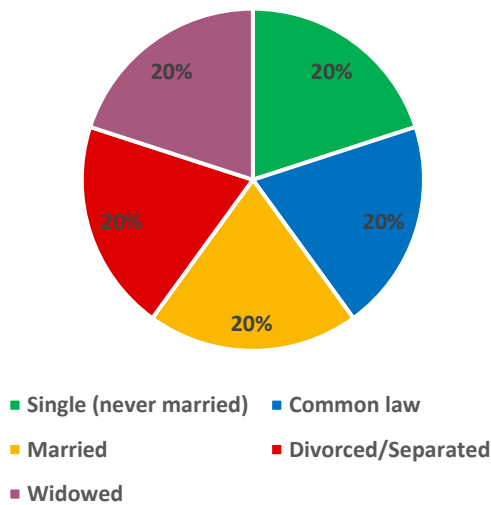
Gender of Respondents



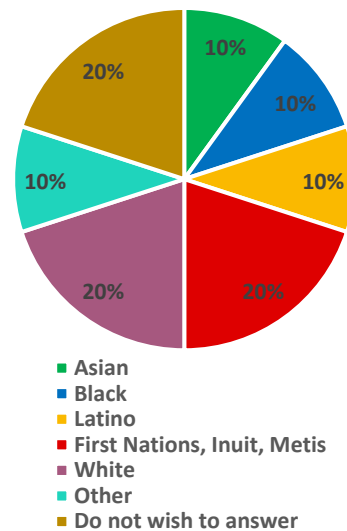
Age Range of Respondents



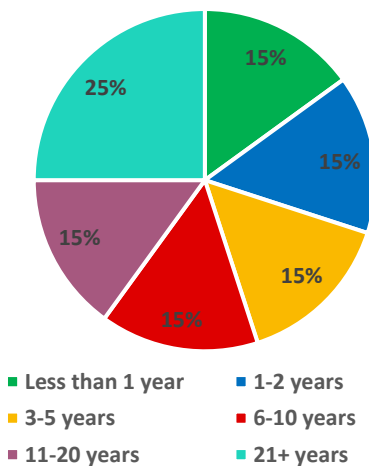
Marital Status of Respondents



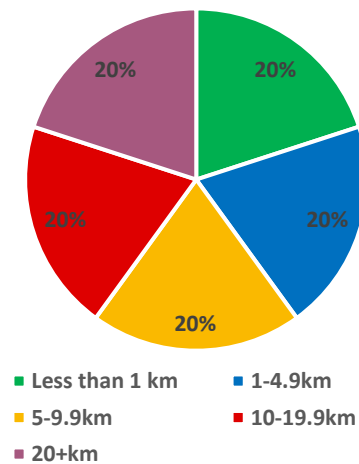
Racialized Status of Respondents



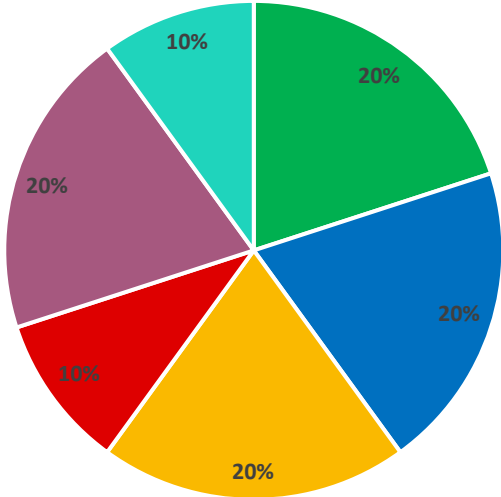
“How long have you attended Mass/worship services at this particular congregation/parish?”



“Approximately how close do you live to your congregation/parish?”

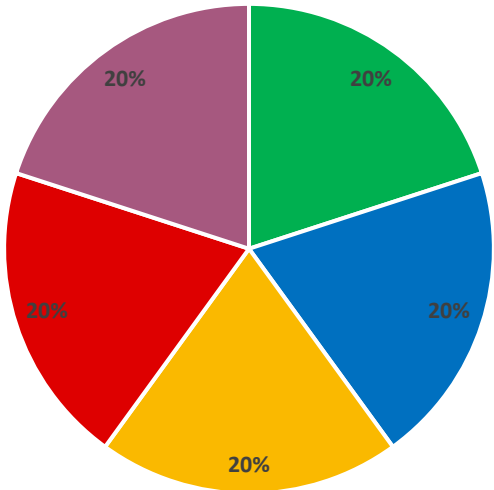


Respondent Background within the Congregation



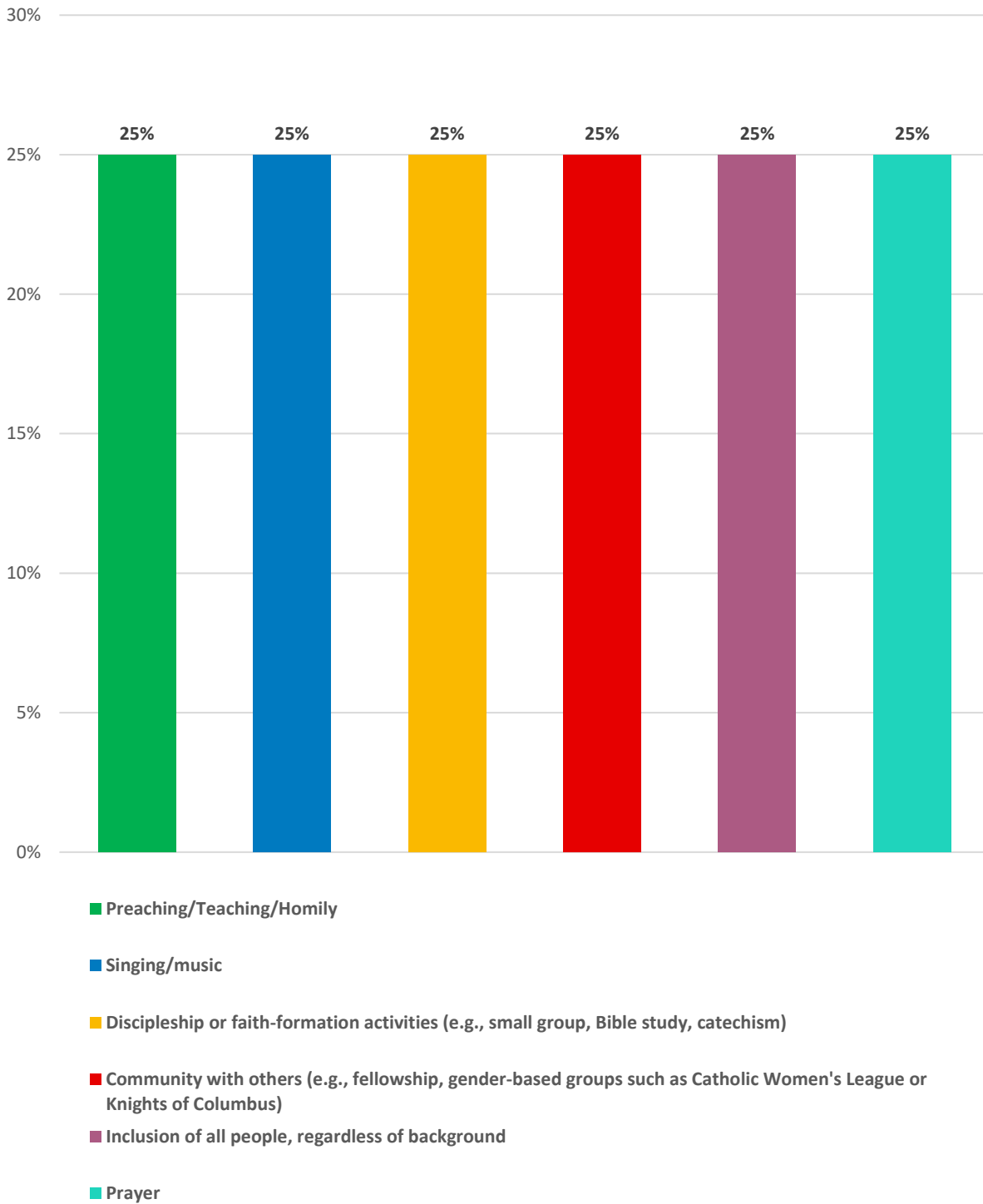
- Raised in this parish/congregation
- Came to this parish/congregation from another in the area (e.g., same city or town)
- Came to this parish/congregation after relocating to this area (e.g., from another Canadian city)
- Came to this congregation after relocating from another country
- This is the first parish/congregation of any Christian tradition I have ever attended
- Used to attend a parish/congregation regularly, stopped attending regular services for a period of time, and have since returned to regular Mass/church attendance

“Generally, your congregation/parish is flourishing”



- Strongly Disagree
- Disagree
- Unsure or Neutral
- Agree
- Strongly Agree

We asked respondents to identify which three areas they most valued in their current parish/congregation. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”

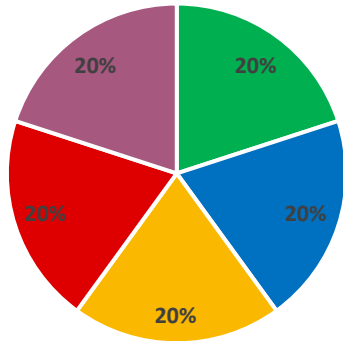


From our earlier interviews and focus groups, as well as our review of the literature, we discovered an emphasis on congregations/parishes who are clear on who they are – on where they have come from, where they are today, and where they are going. This dimension taps into people's perceptions and experiences about the clarity, communication, practice, and direction of your congregation's/parish's values.



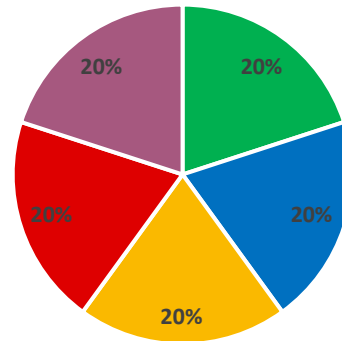
Organizational Ethos: Self-Identity

“Our parish/congregation is clear on its core values and priorities as an organization”



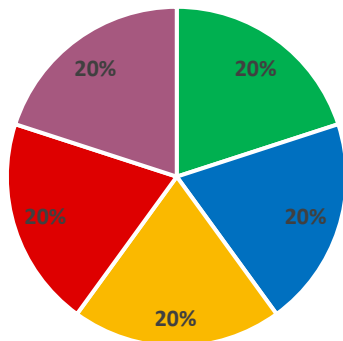
■ Strongly Disagree ■ Disagree
■ Unsure or Neutral ■ Agree
■ Strongly Agree

“Our parish/congregation clearly communicates its core values to its members and attenders”



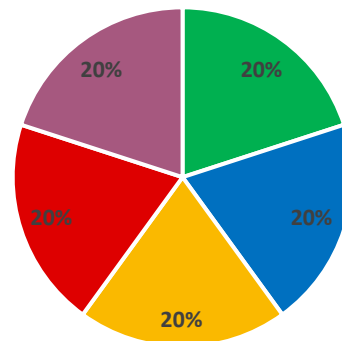
■ Strongly Disagree ■ Disagree
■ Unsure or Neutral ■ Agree
■ Strongly Agree

“Our parish/congregation is generally moving in the right direction in aligning activities with our core values and religious teachings”



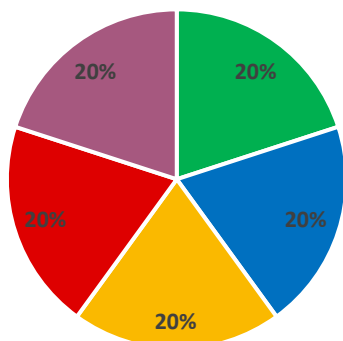
■ Strongly Disagree ■ Disagree
■ Unsure or Neutral ■ Agree
■ Strongly Agree

“Our parish’s/organization’s core values and religious teachings clearly shape the culture and ethos of the congregation/parish”



■ Strongly Disagree ■ Disagree
■ Unsure or Neutral ■ Agree
■ Strongly Agree

“Membership expectations in this church are clear”



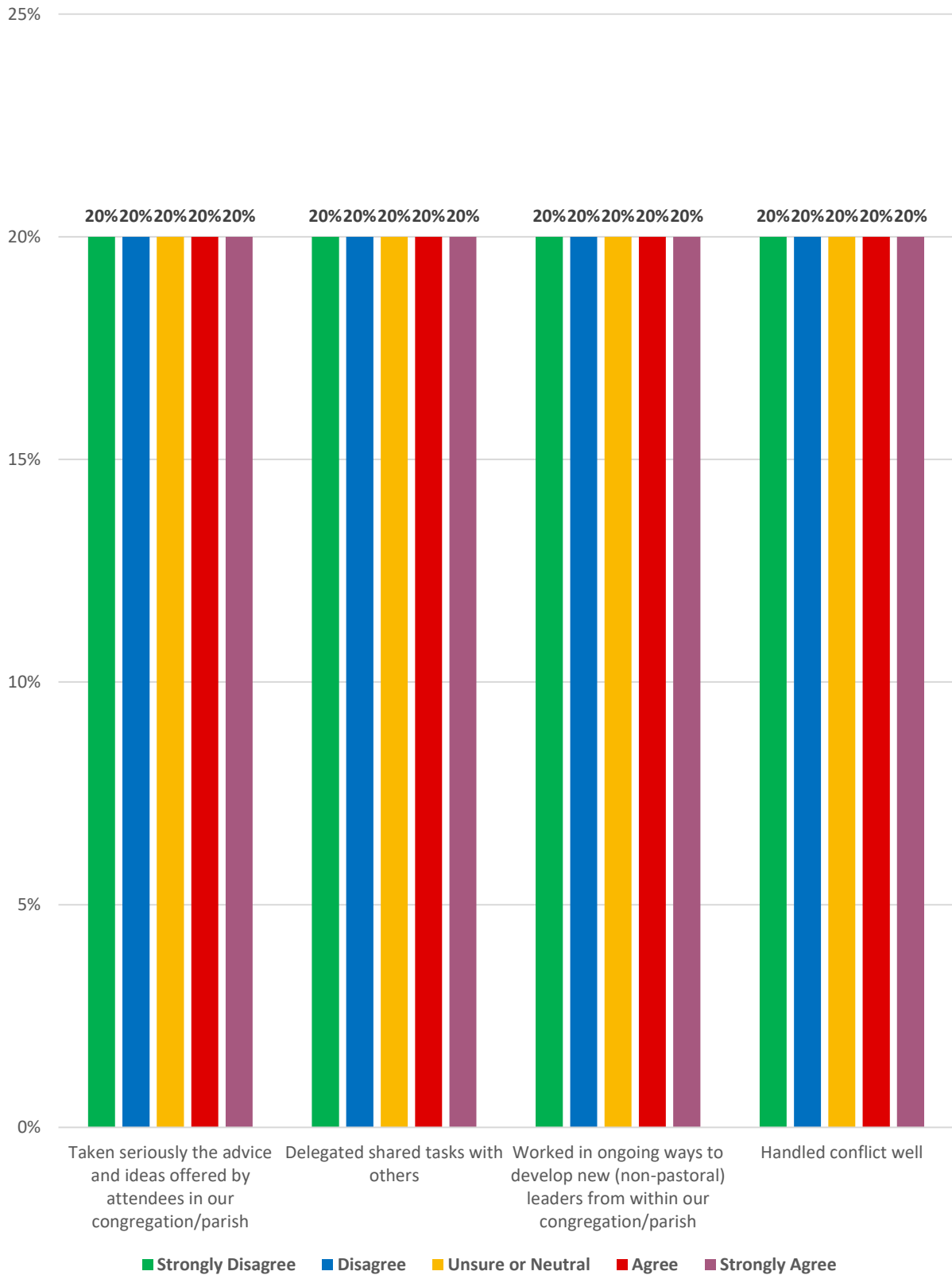
■ Strongly Disagree ■ Disagree
■ Unsure or Neutral ■ Agree
■ Strongly Agree

Of course, there are numerous ways to measure people's perceptions and experiences of leadership in their Parishes/congregations. This dimension centres on leader-follower dynamics, equipping and empowering leaders within the parish/congregation, traits associated with the current leadership, and touches on conflict resolution capacities.

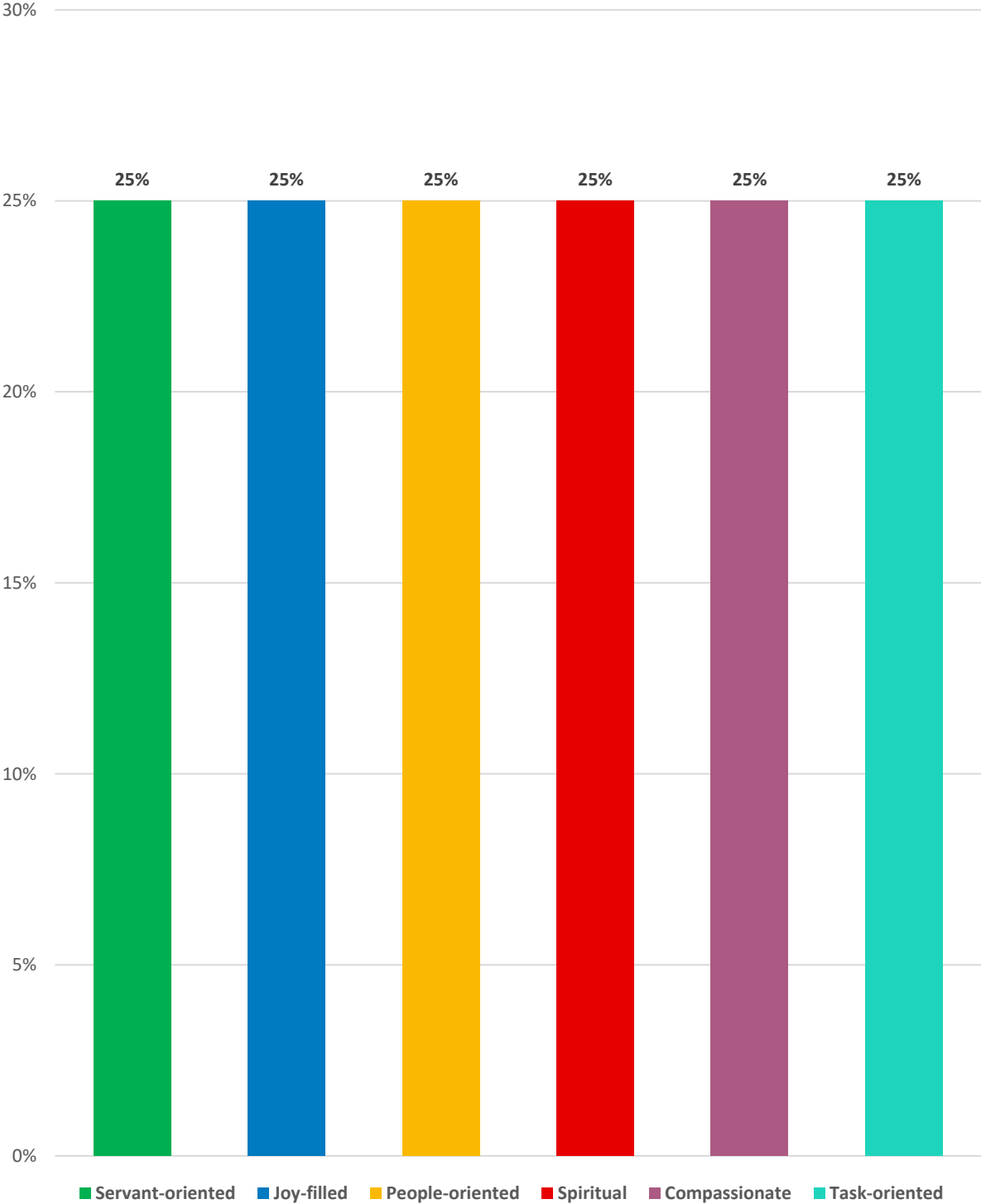


Organizational Ethos: Leadership

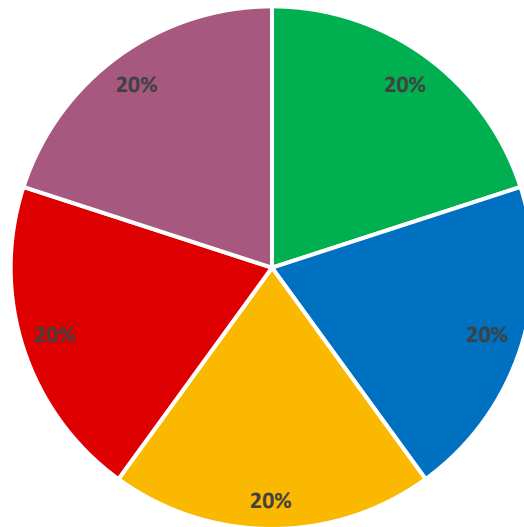
“Over the last year, our pastoral/church leaders have _____”



We asked respondents to identify up to three prominent traits that best describe those who lead (e.g., paid leaders and voluntary ministry leaders) in their parish/congregation. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”



“I am confident in those who currently lead our parish/congregation”



■ Strongly Disagree ■ Disagree ■ Unsure or Neutral ■ Agree ■ Strongly Agree

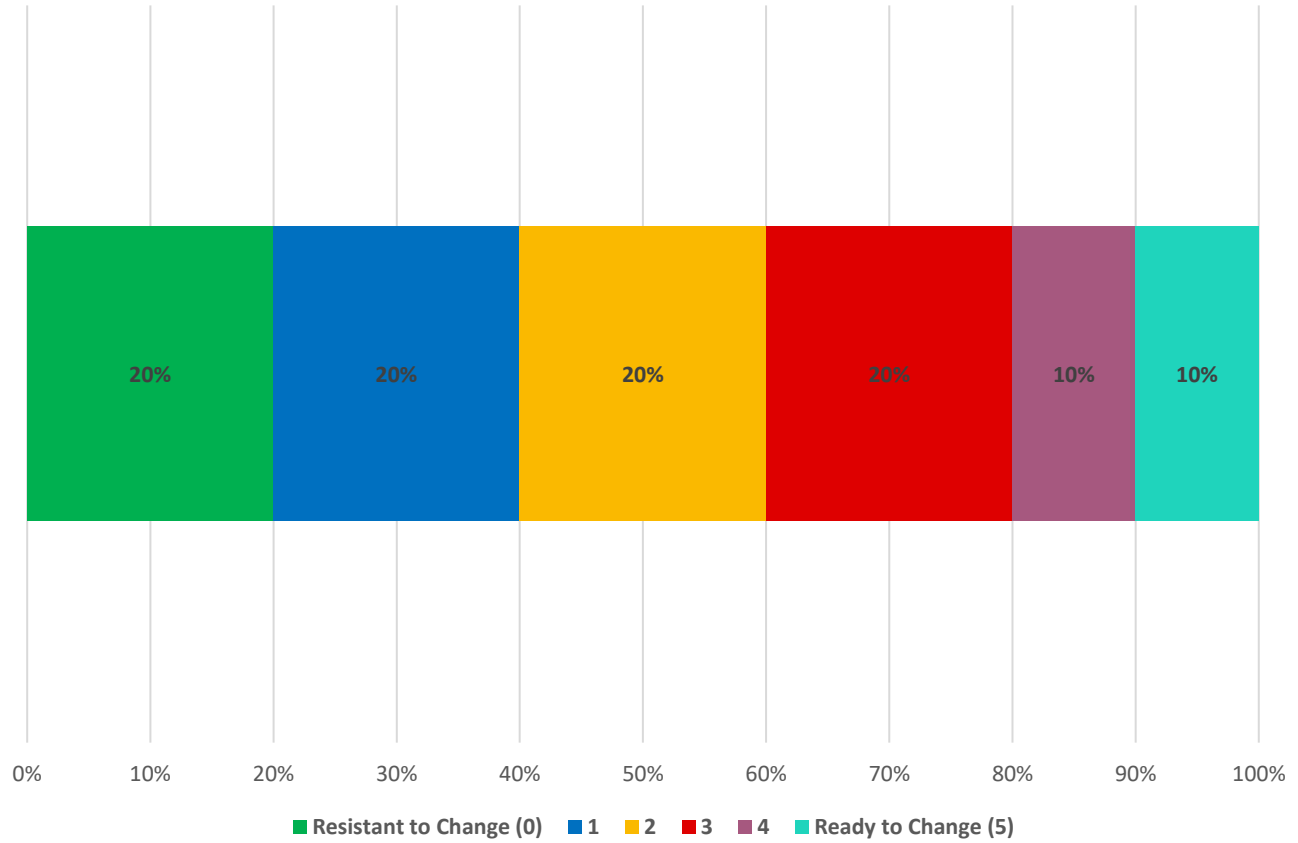
A refrain that we have heard in parishes/congregations is that flourishing involves innovation - flourishing parishes are open to new ideas, they experiment with new ideas, and they are not afraid to fail. These survey items detail people's perceptions of and openness to change and innovation in your parish/congregation.

HOLY
BIBLE



Organizational Ethos: Innovation

“Which of the following phrases best describes your congregation? (On a sliding scale with 0 = Resistant to Change, and 5 = Ready to Change)”

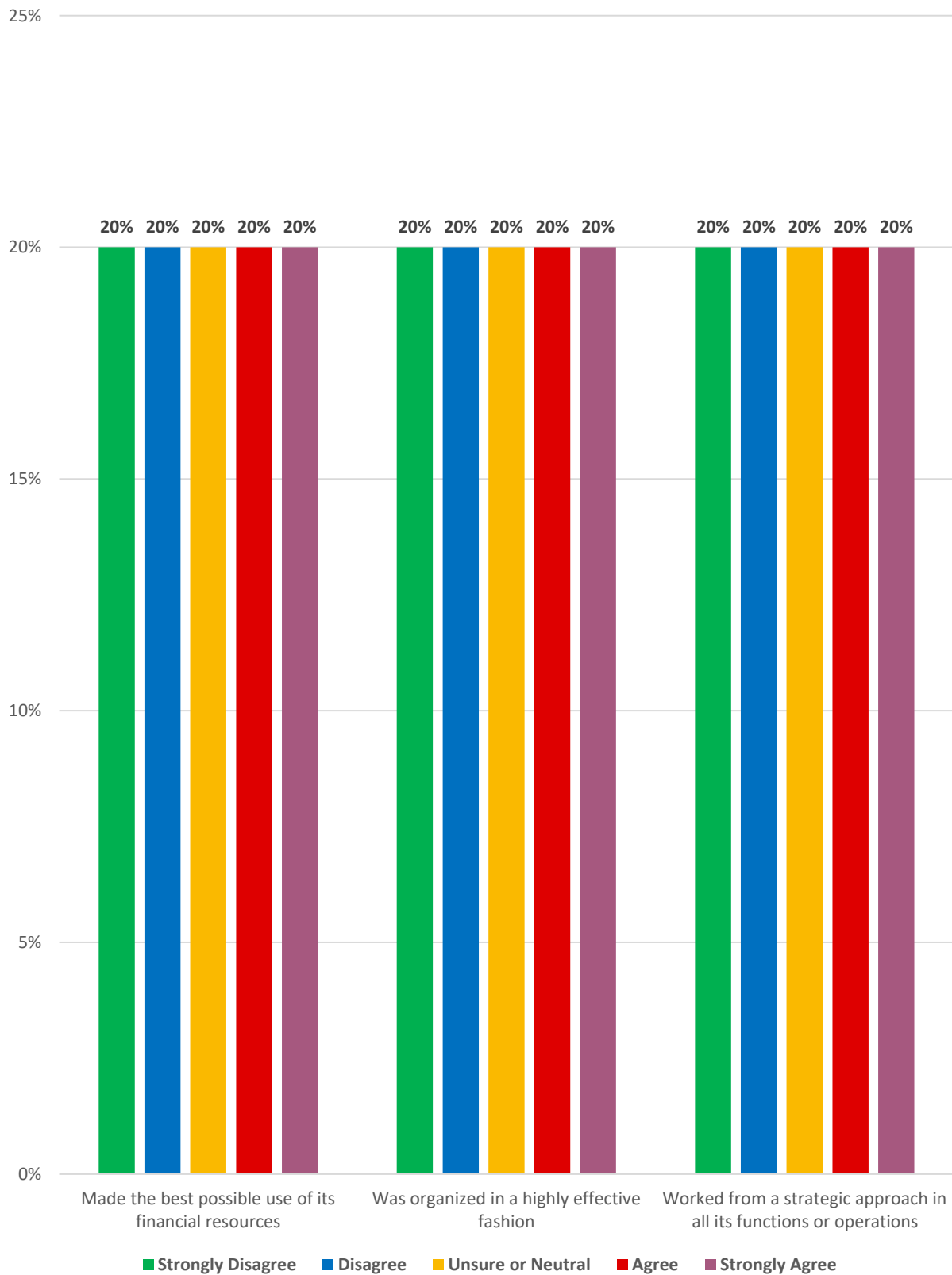


Religious organizations are also human organizations. Congregations/parishes depend upon certain organizational structures and processes to help them function well, with different organizational needs depending on the size, demographics, leadership, and identity of a given church. This dimension uncovers some of the elements involved for churches to get from “here to there” on any number of congregational/parish activities and initiatives.

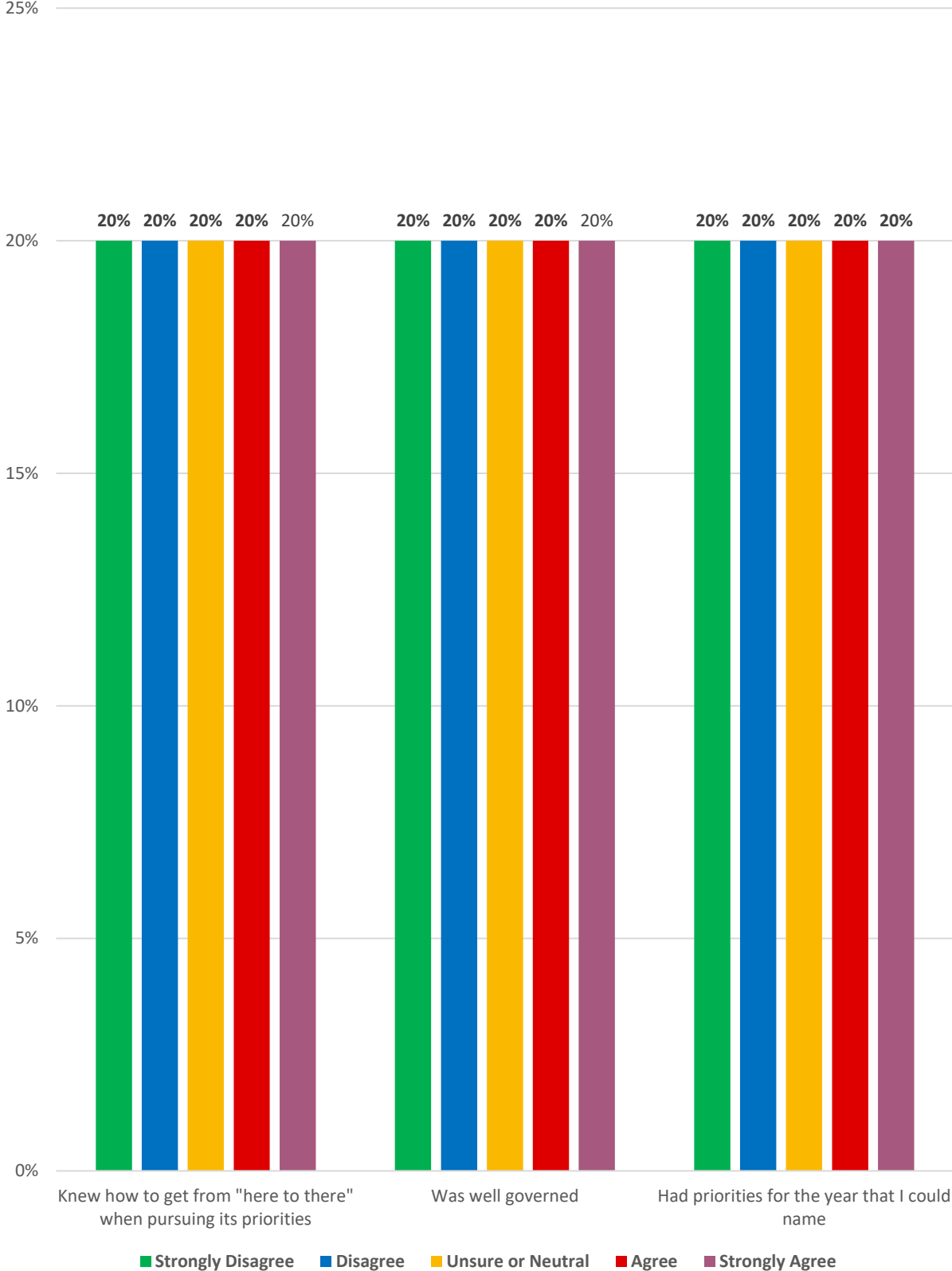


Organizational Ethos: Structure and Process

“Over the last year, our parish/congregation _____”



“Over the last year, our parish/congregation _____”

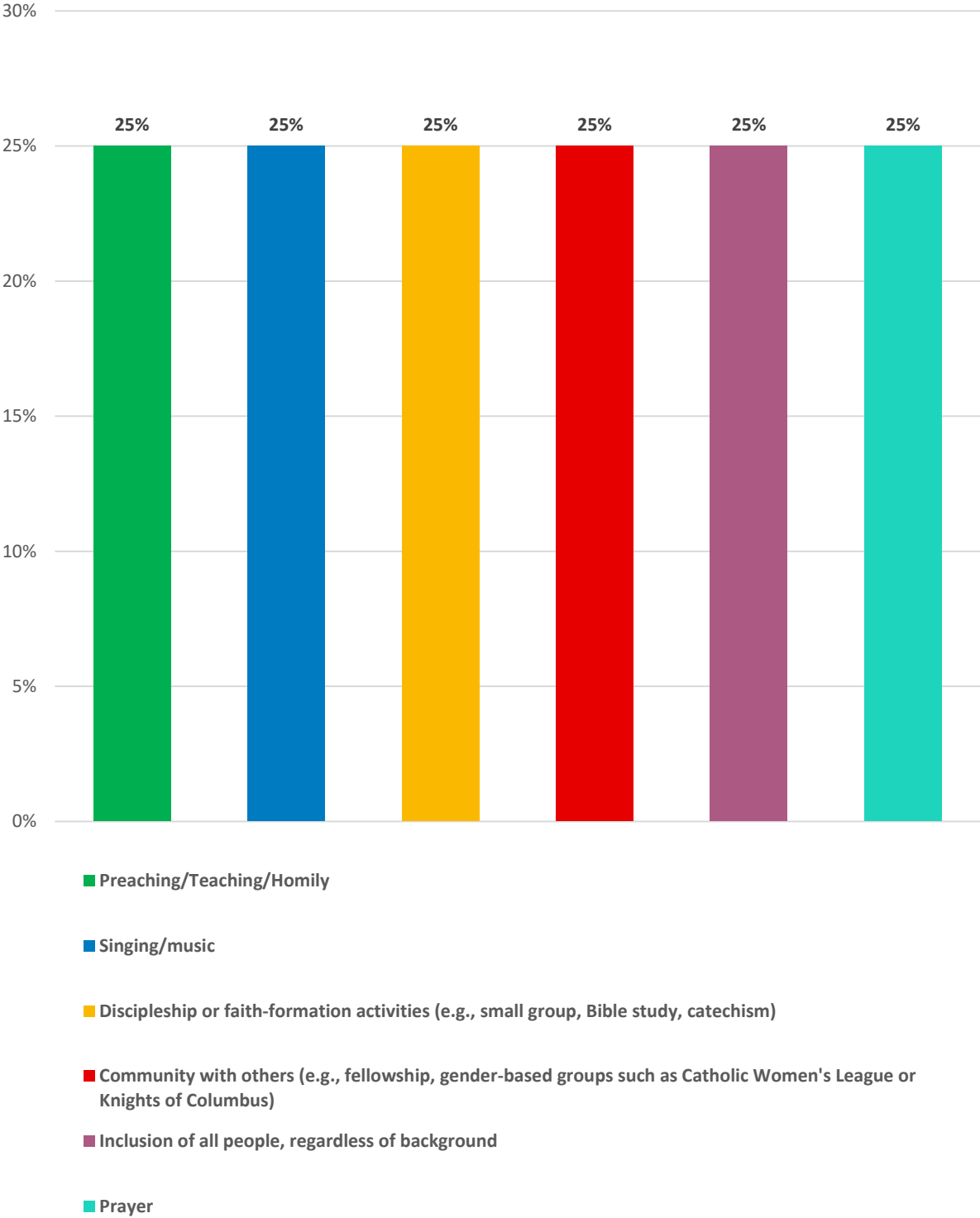


As one might imagine, discipleship is a difficult term to fully capture and measure across various Canadian theological traditions. This dimension focuses on various areas of spiritual formation and growth at both the individual and congregational/ congregational/parish level.

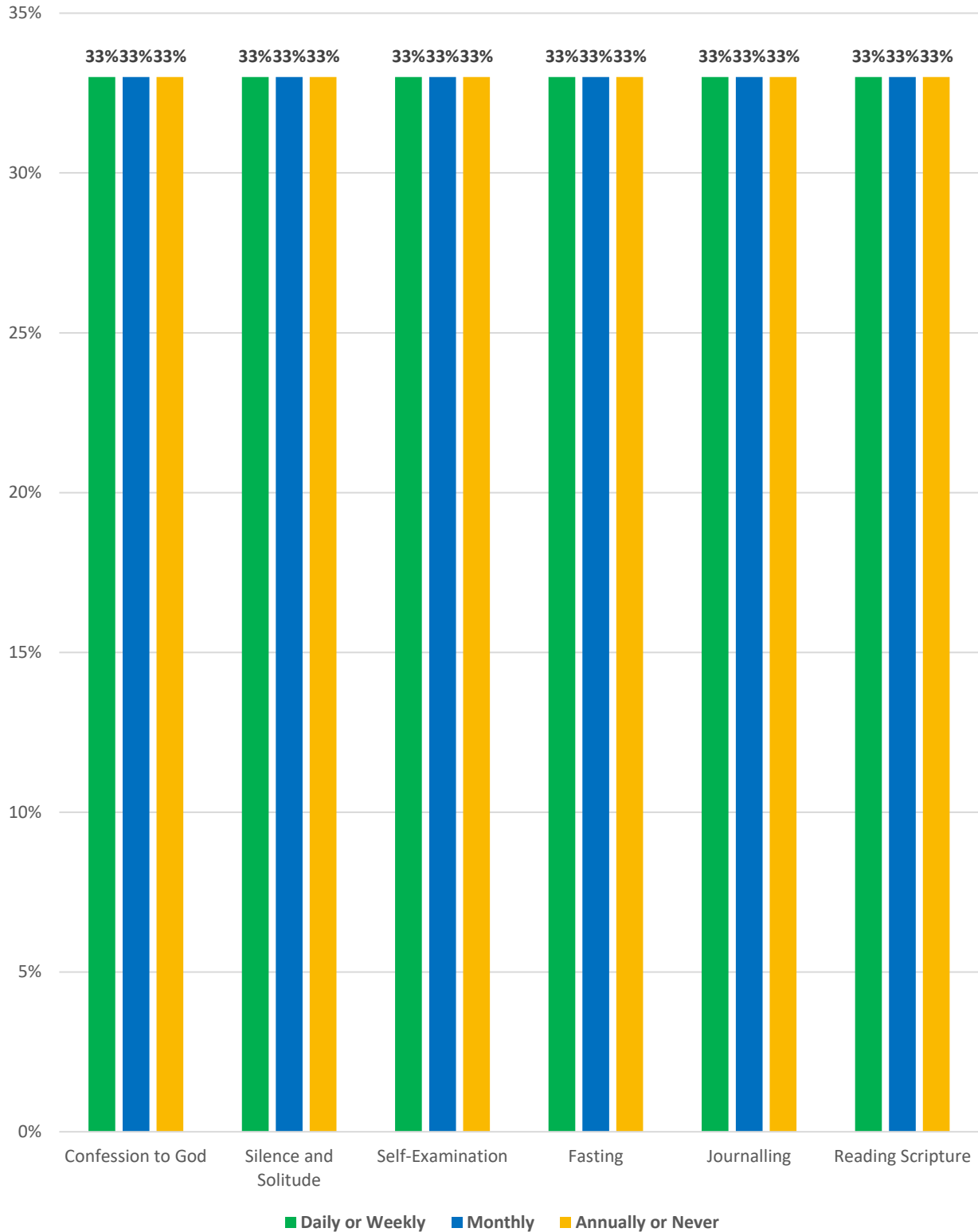


Internal: Discipleship

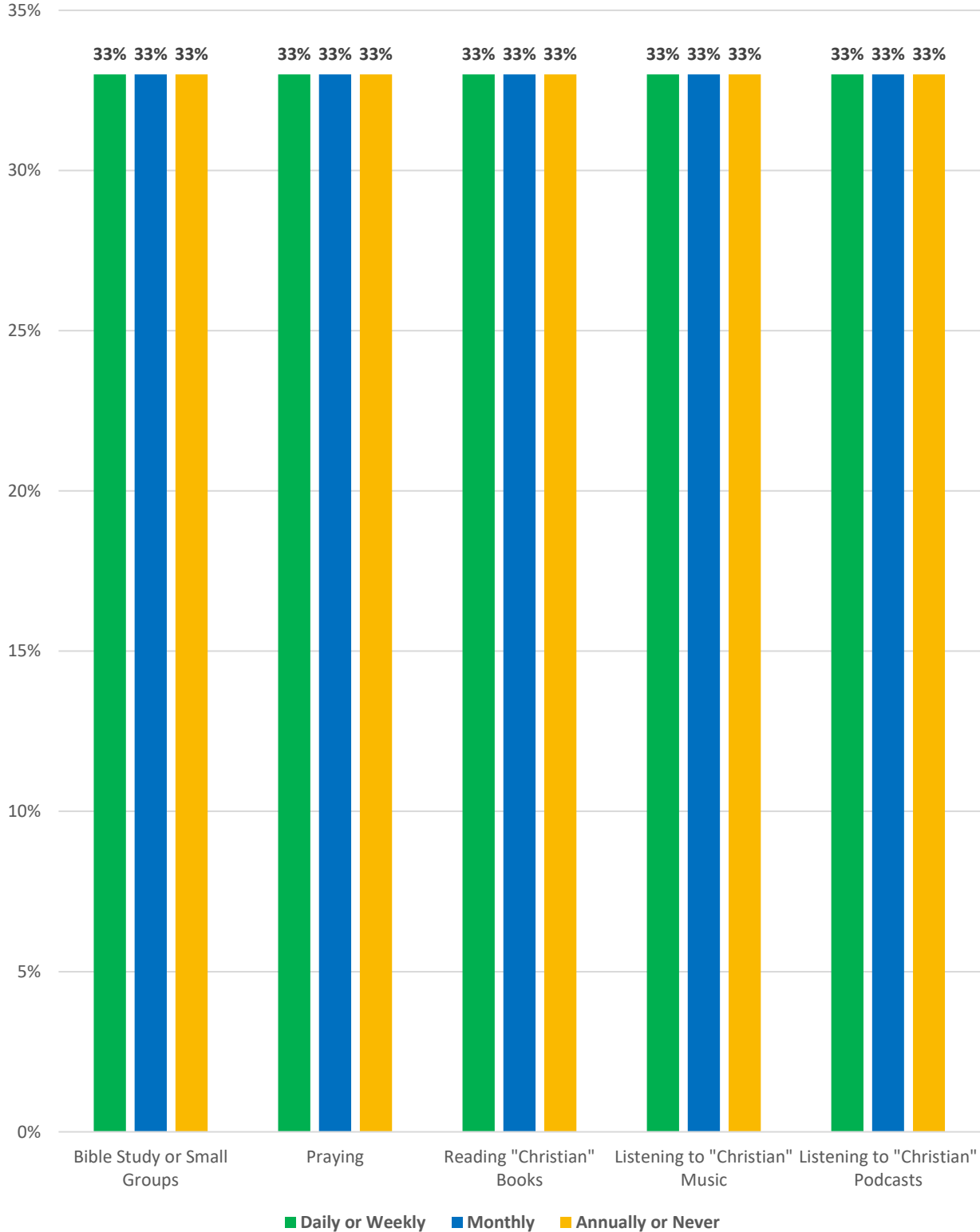
We asked respondents to identify the three most important elements of parish/congregation life that impact their spiritual growth. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”



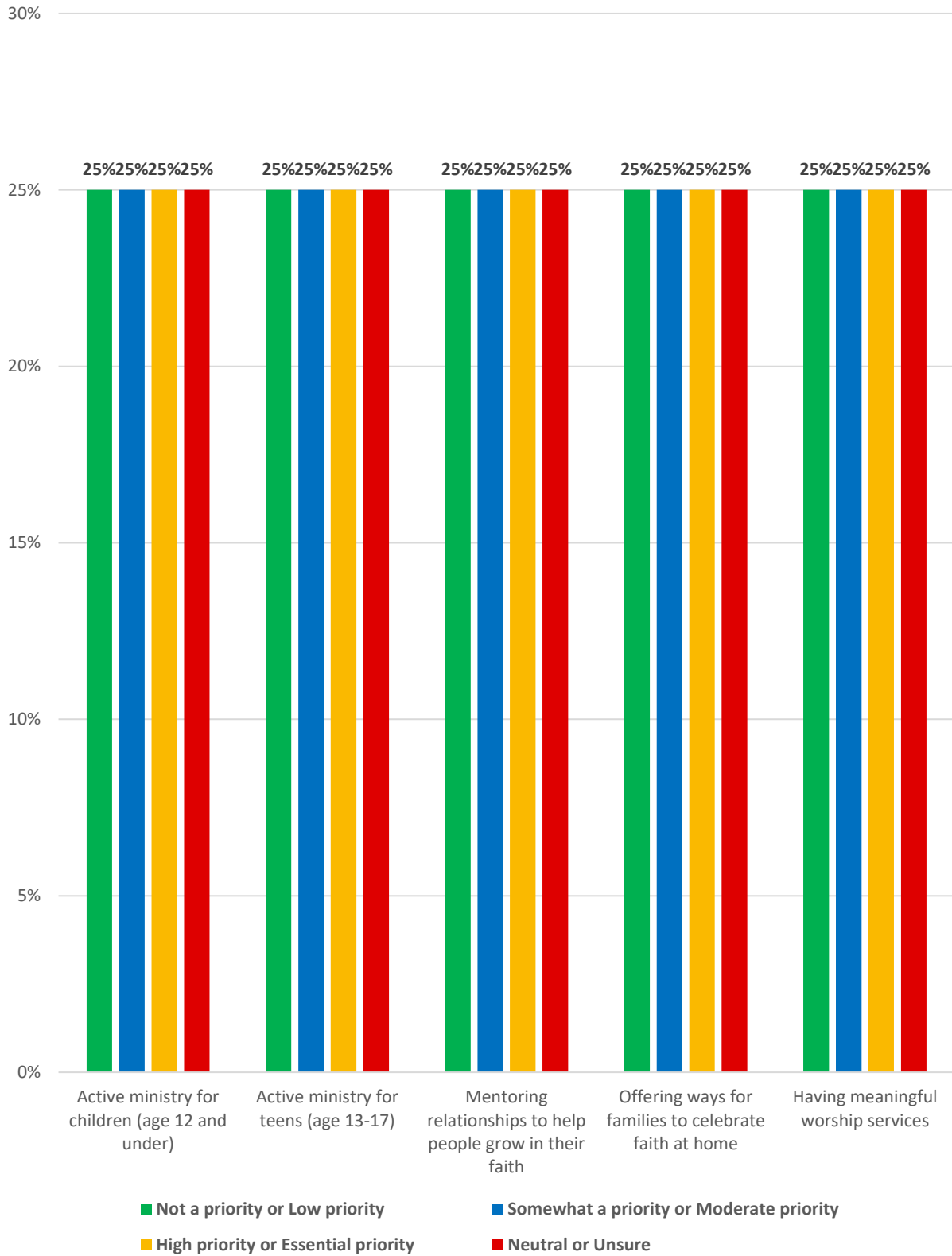
“Excluding Mass/worship services, over the past year, how frequently did you participate in the following, with the primary goal of spiritual formation in mind: _____”



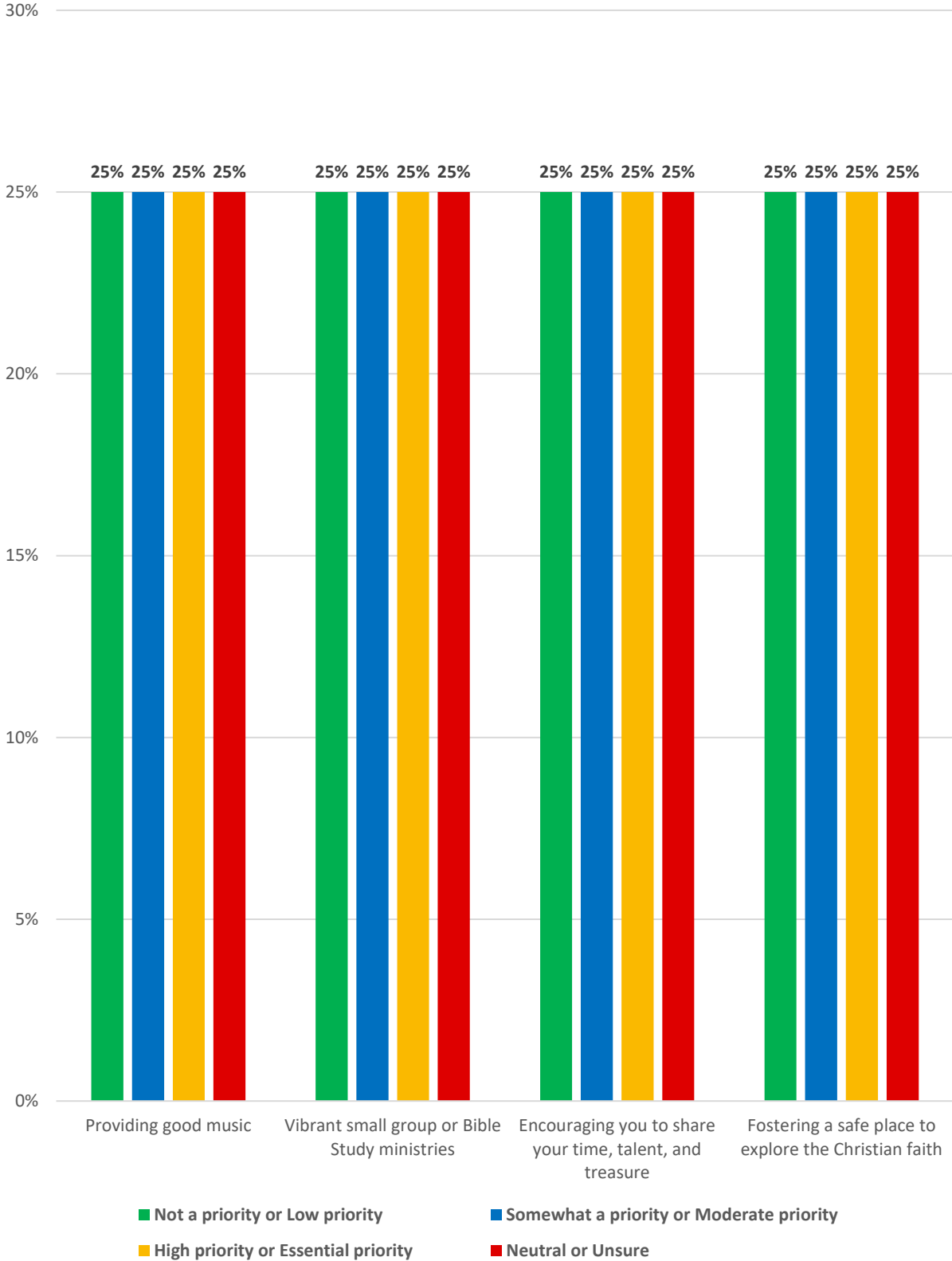
“Excluding Mass/worship services, over the past year, how frequently did you participate in the following, with the primary goal of spiritual formation in mind: _____”



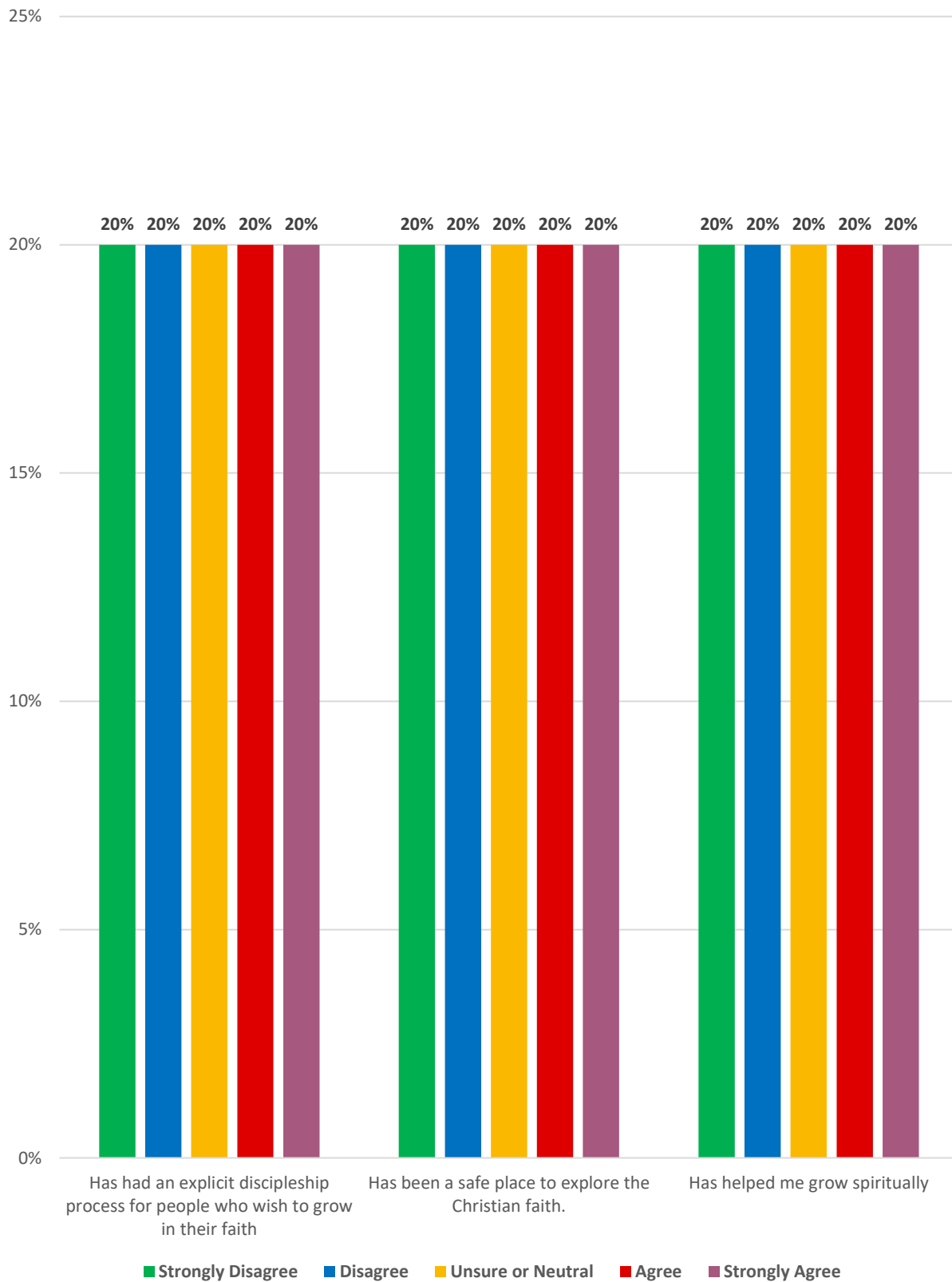
“As you think about your local congregation/parish over the last year, to what extent would you say your parish/congregation has given priority (or not) to _____”



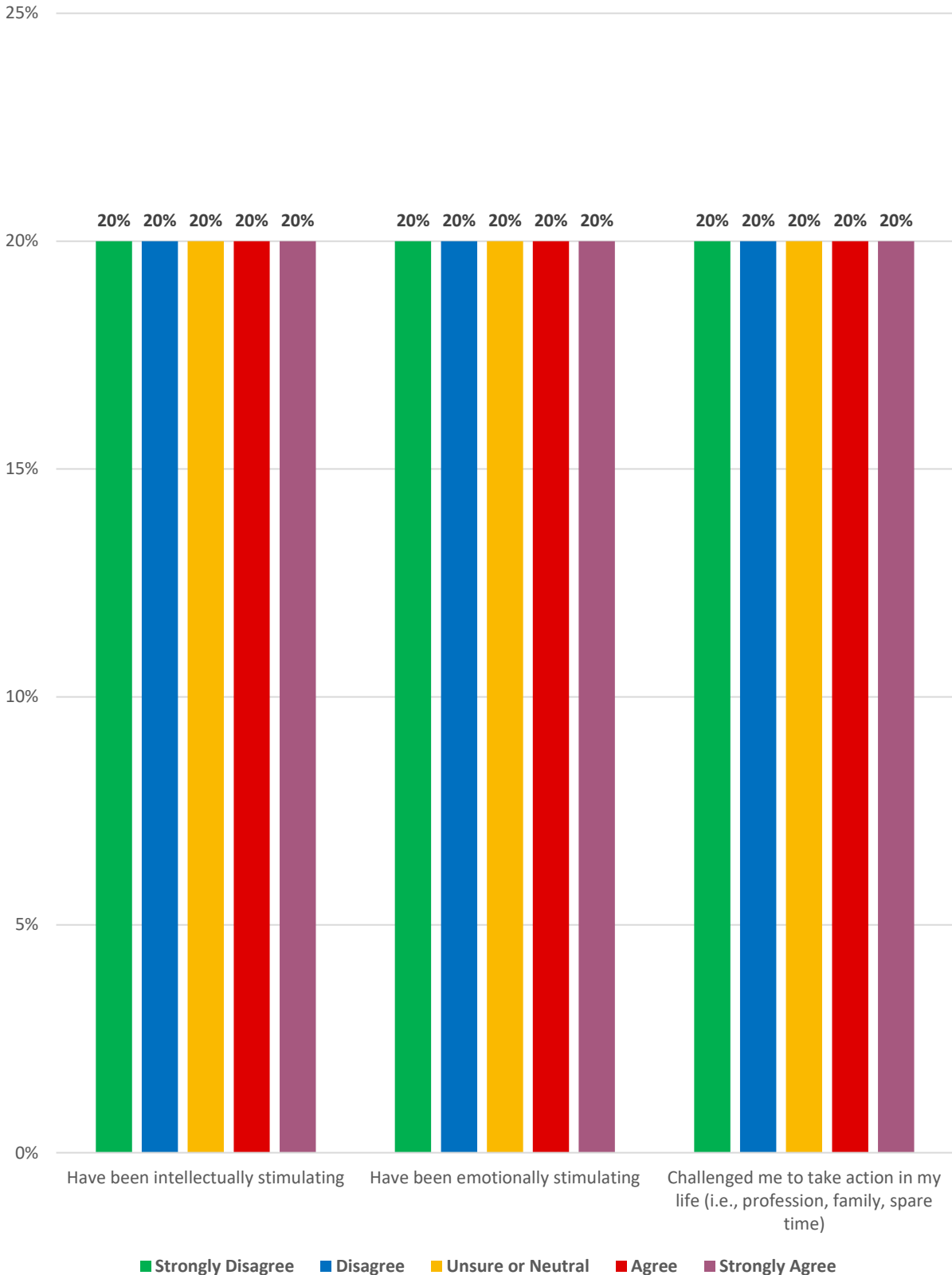
“As you think about your local congregation/parish over the last year, to what extent would you say your parish/congregation has given priority (or not) to _____”



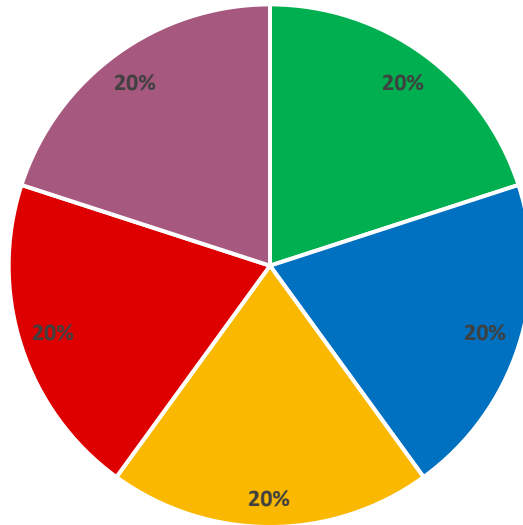
“Over the last year, our congregation/parish _____”



“Over the last year, our Masses/worship services _____”



“Over the last year, I sensed the Holy Spirit in our Masses/worship services”



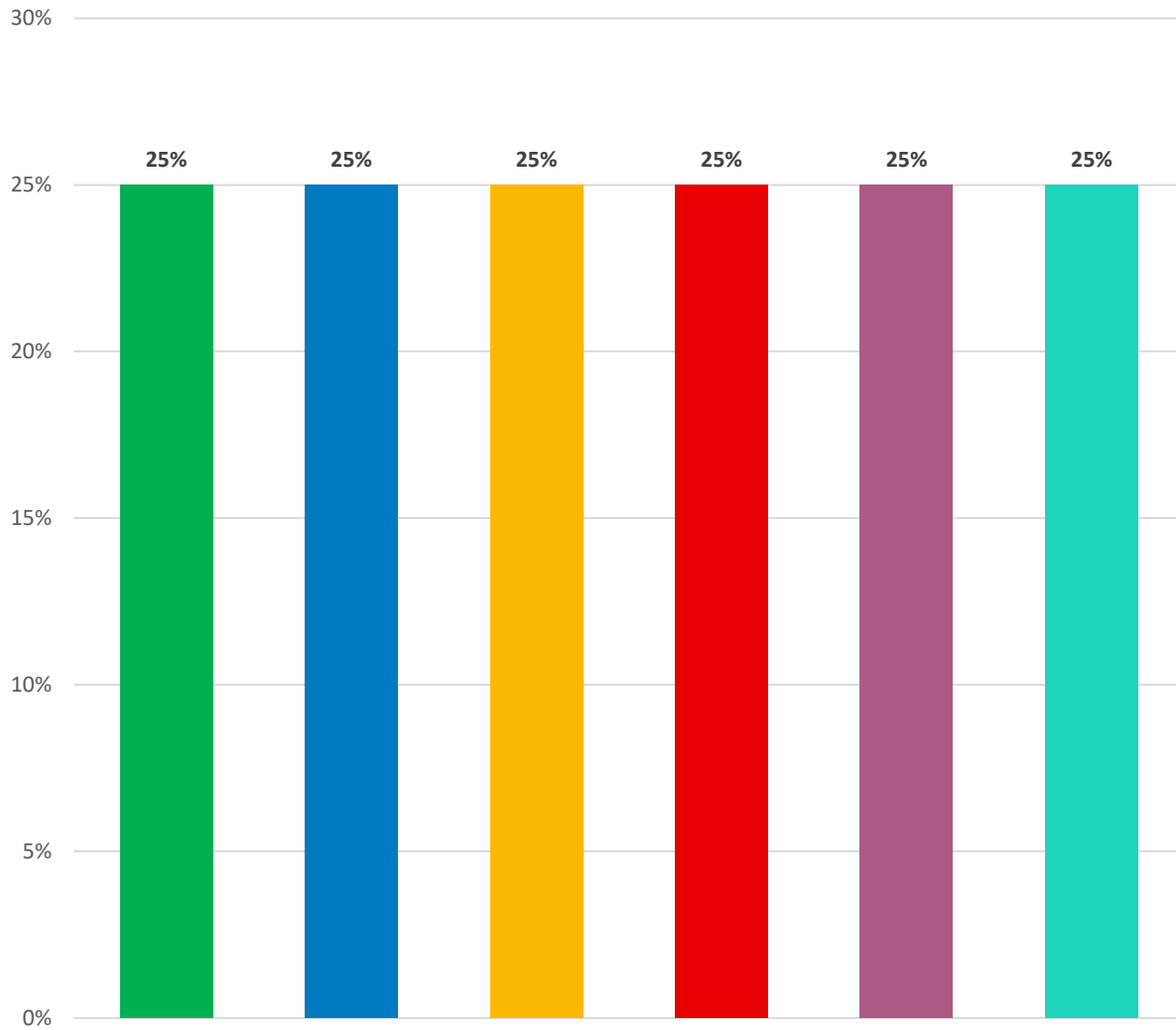
■ Strongly Disagree ■ Disagree ■ Unsure or Neutral ■ Agree ■ Strongly Agree

It is our understanding that parishes/congregations thrive when attenders have a vested interest and active involvement in the life of the parish/congregation community. The following survey items provide a sense of the places and spaces where people are connected to congregational/parish life.



Internal: Engaged Laity

We asked respondents to *identify the type of volunteering they do in or/and through their parish/congregation.* We have provided the six most cited responses.



■ Discipleship or faith-formation activities (e.g., small group, Bible study, catechism)

■ Music/sound/media ministry

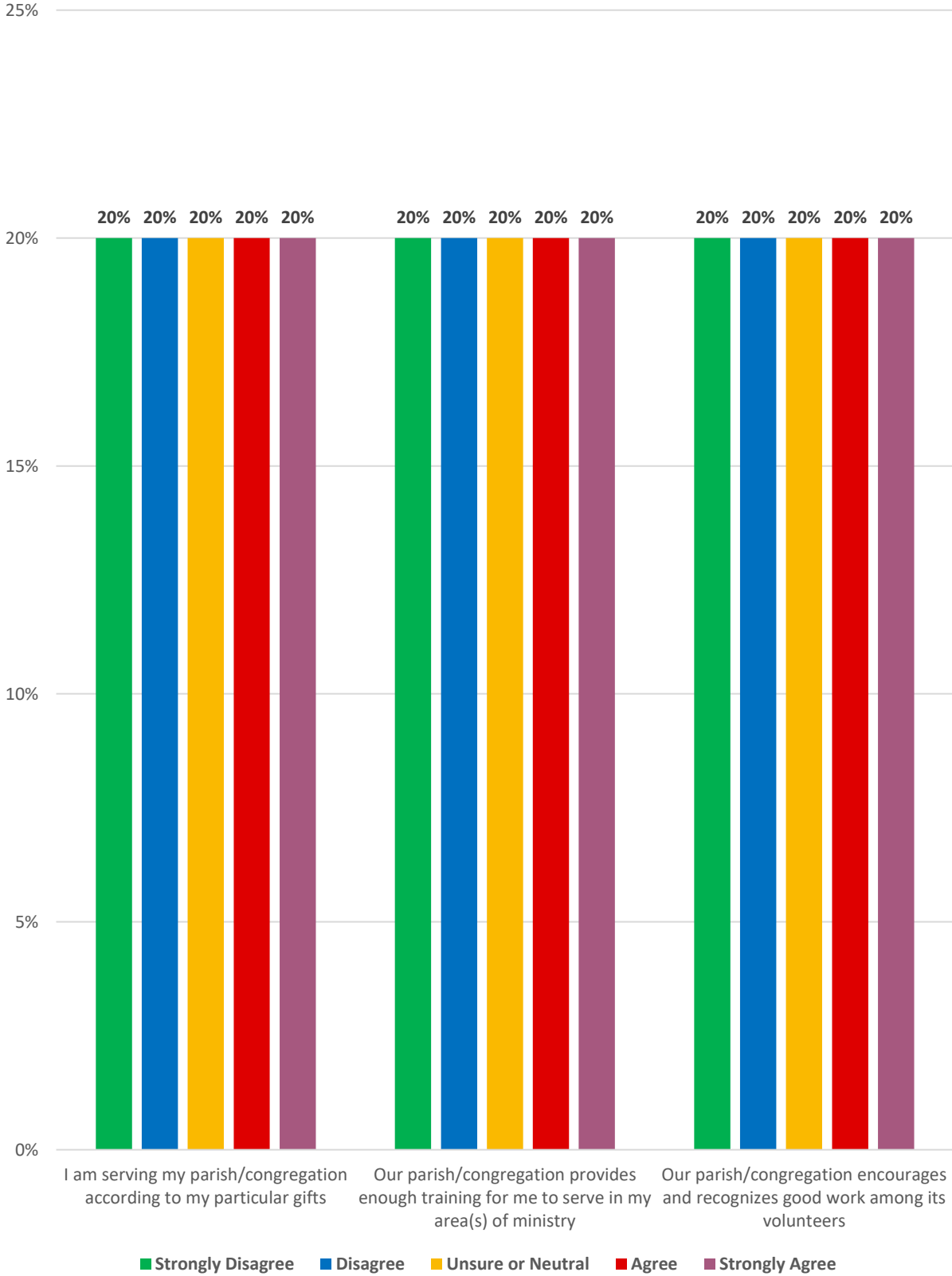
■ Food and hospitality ministry

■ I do not volunteer

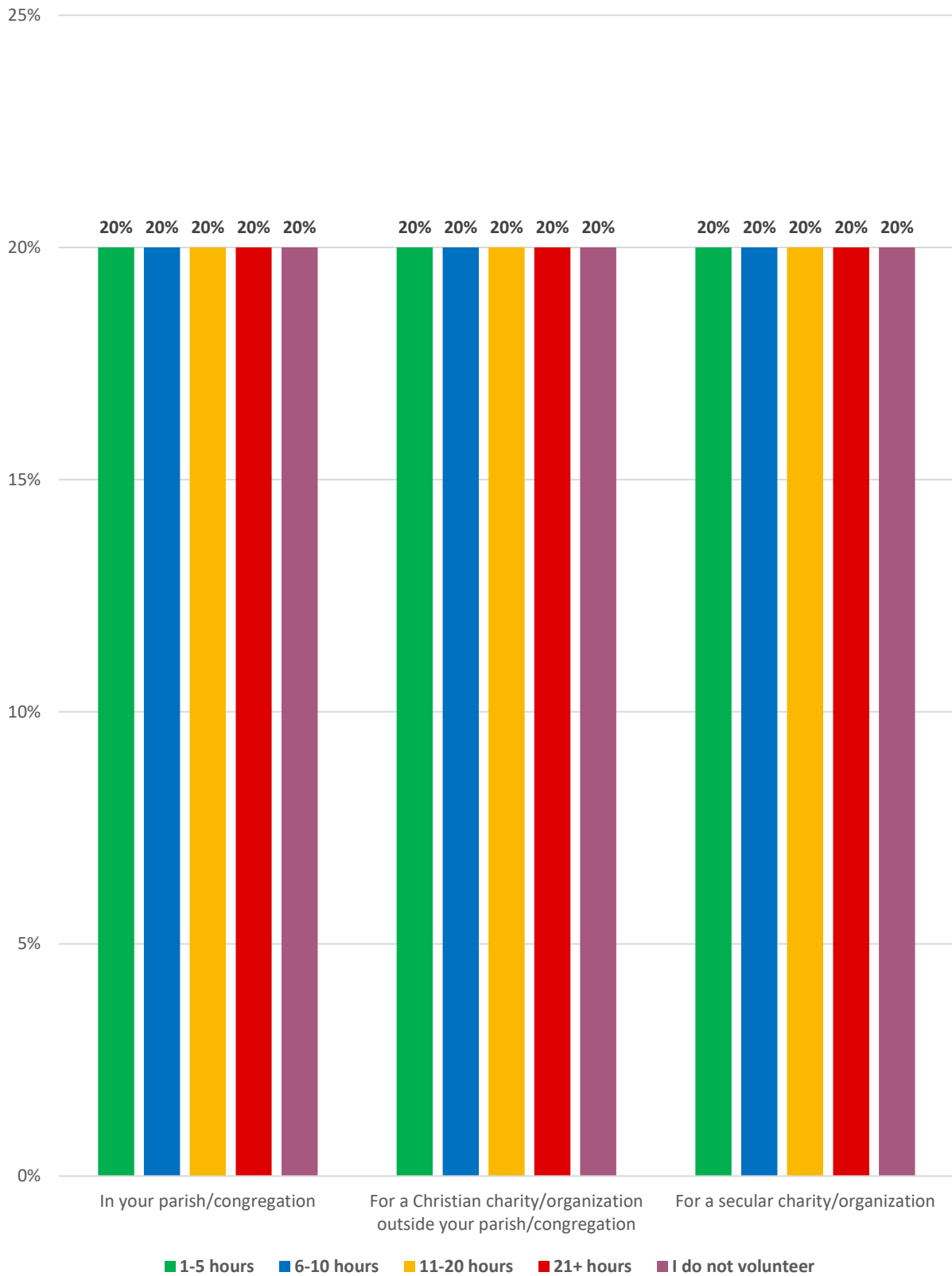
■ Prayer ministry

■ Practical care (e.g., visit the sick, prepare food for families in need, driving others to appointments)

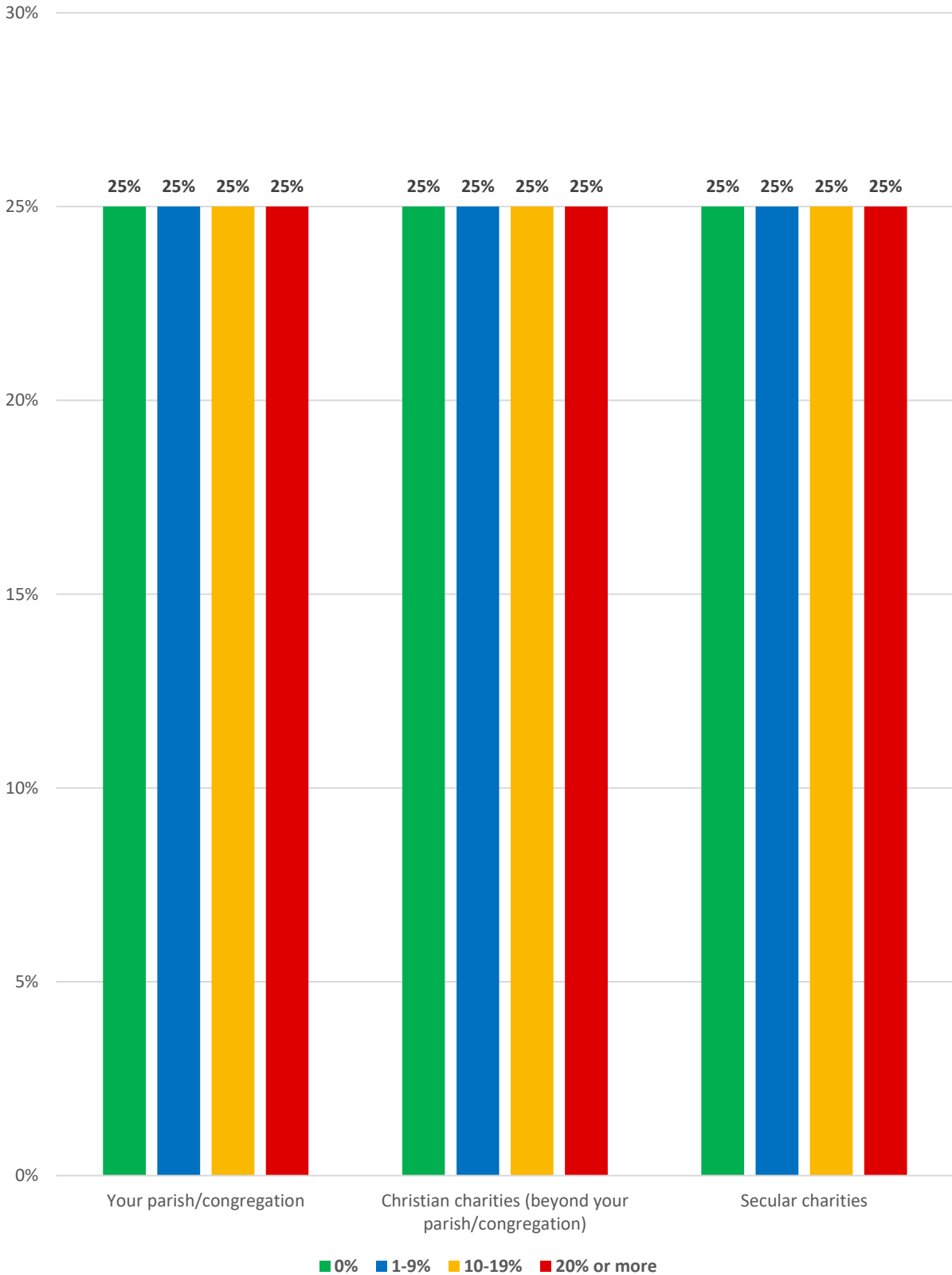
“Reflecting over the last year: _____”



“Approximately how many hours per month do you volunteer _____”



“Approximately what percentage of your household income do you give to _____”

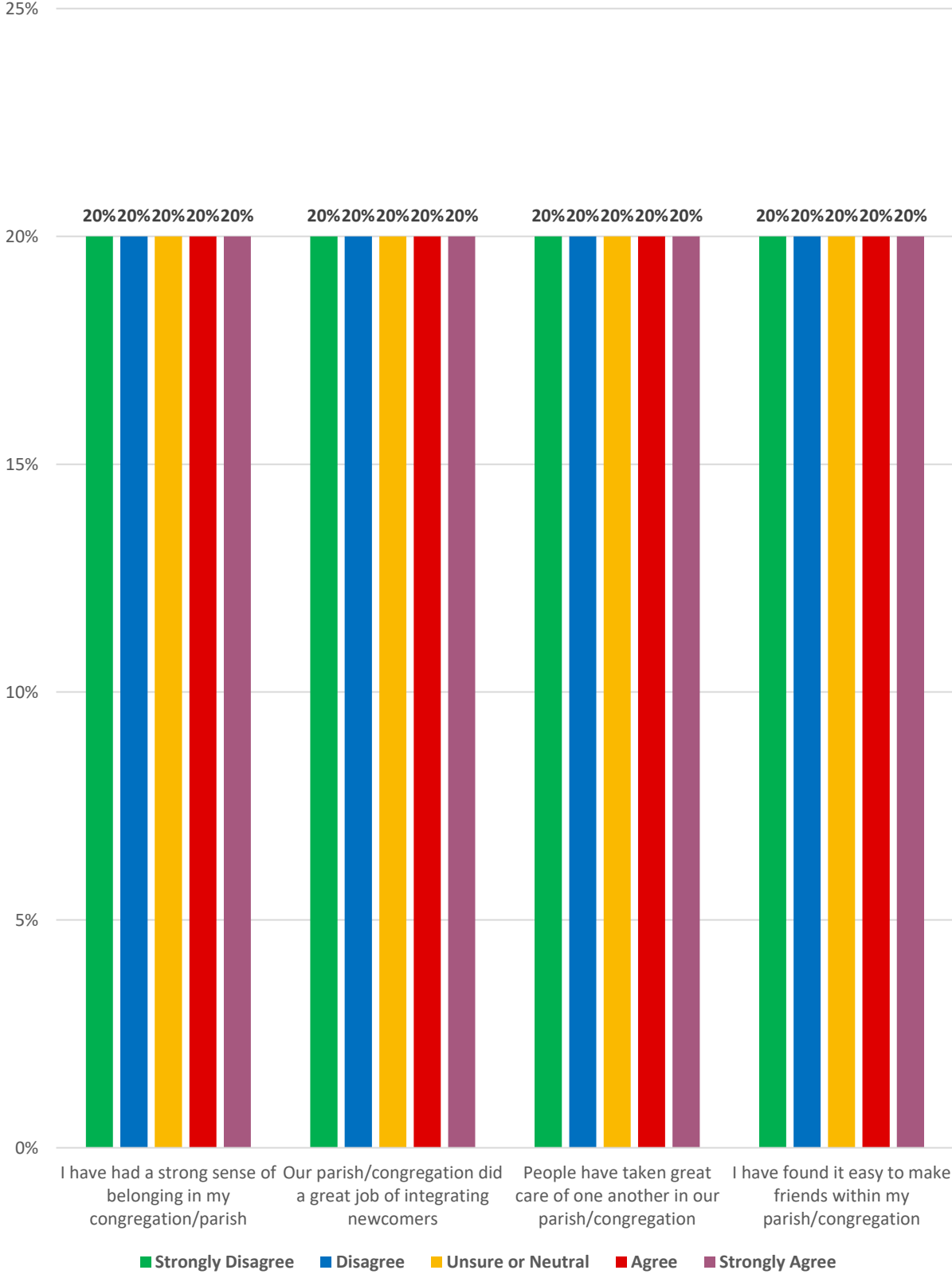


As someone said to us, “If your congregation is not hospitable, people don’t want to join, people don’t want to contribute.” In this dimension we invite you to explore survey items that touched on the interaction of newcomers as well as the range of care, concern, and friendships among those within your congregation/parish.

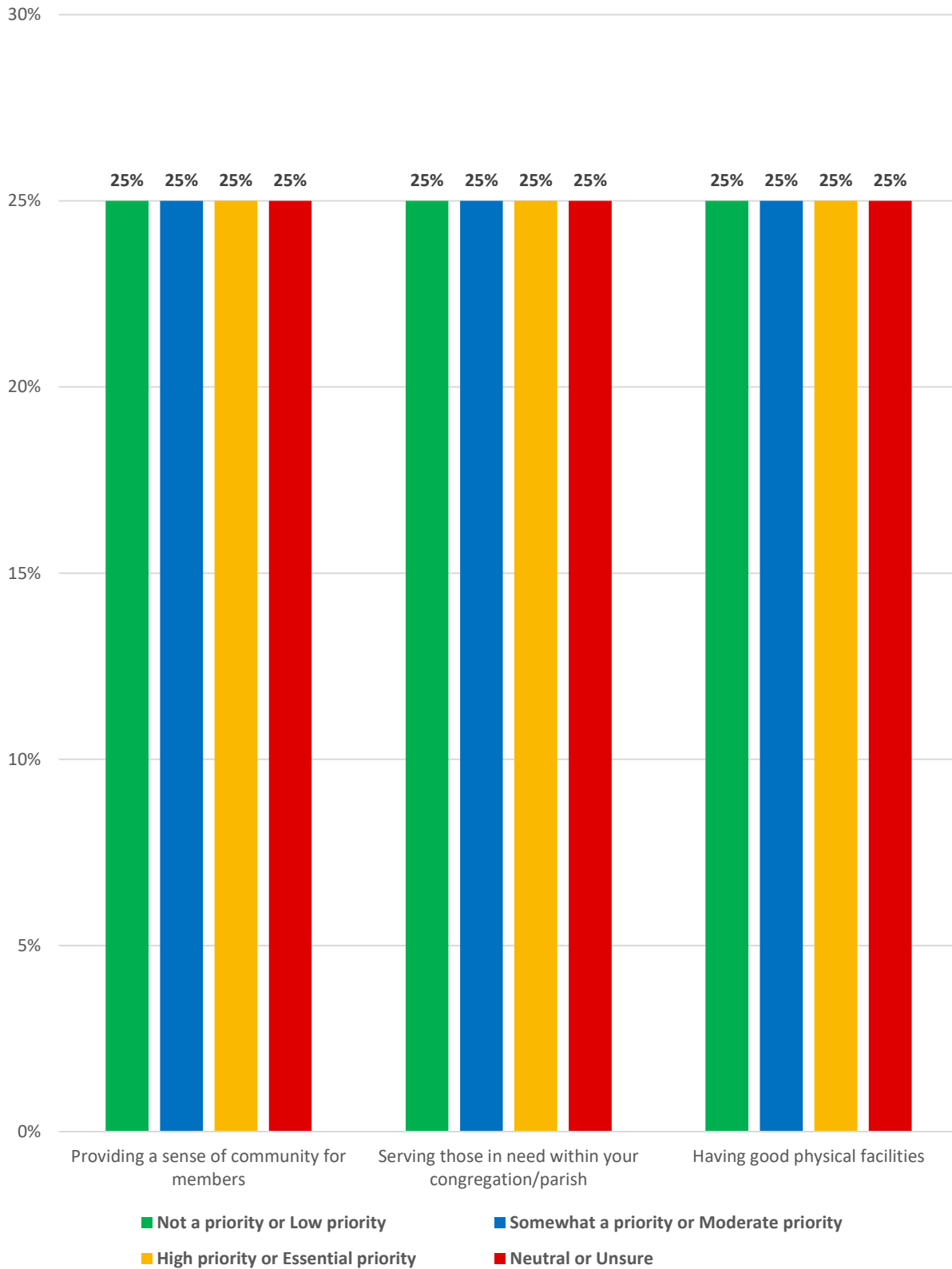


Internal: Hospitable Community

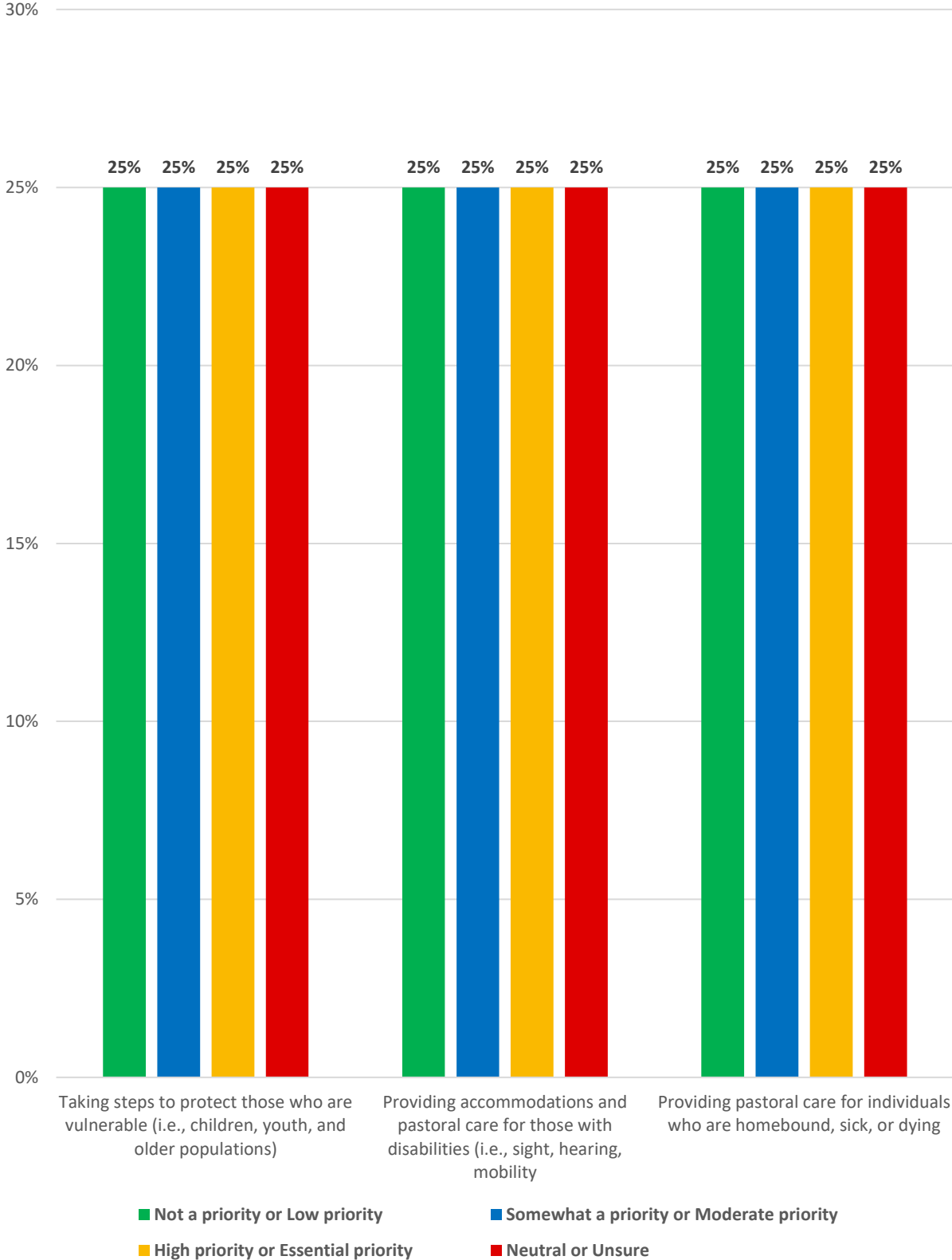
“Over the last year, _____”



“As you think about your local congregation/parish over the last year, to what extent would you say your parish/congregation has given priority (or not) to _____”



“As you think about your local congregation/parish over the last year, to what extent would you say your parish/congregation has given priority (or not) to _____”

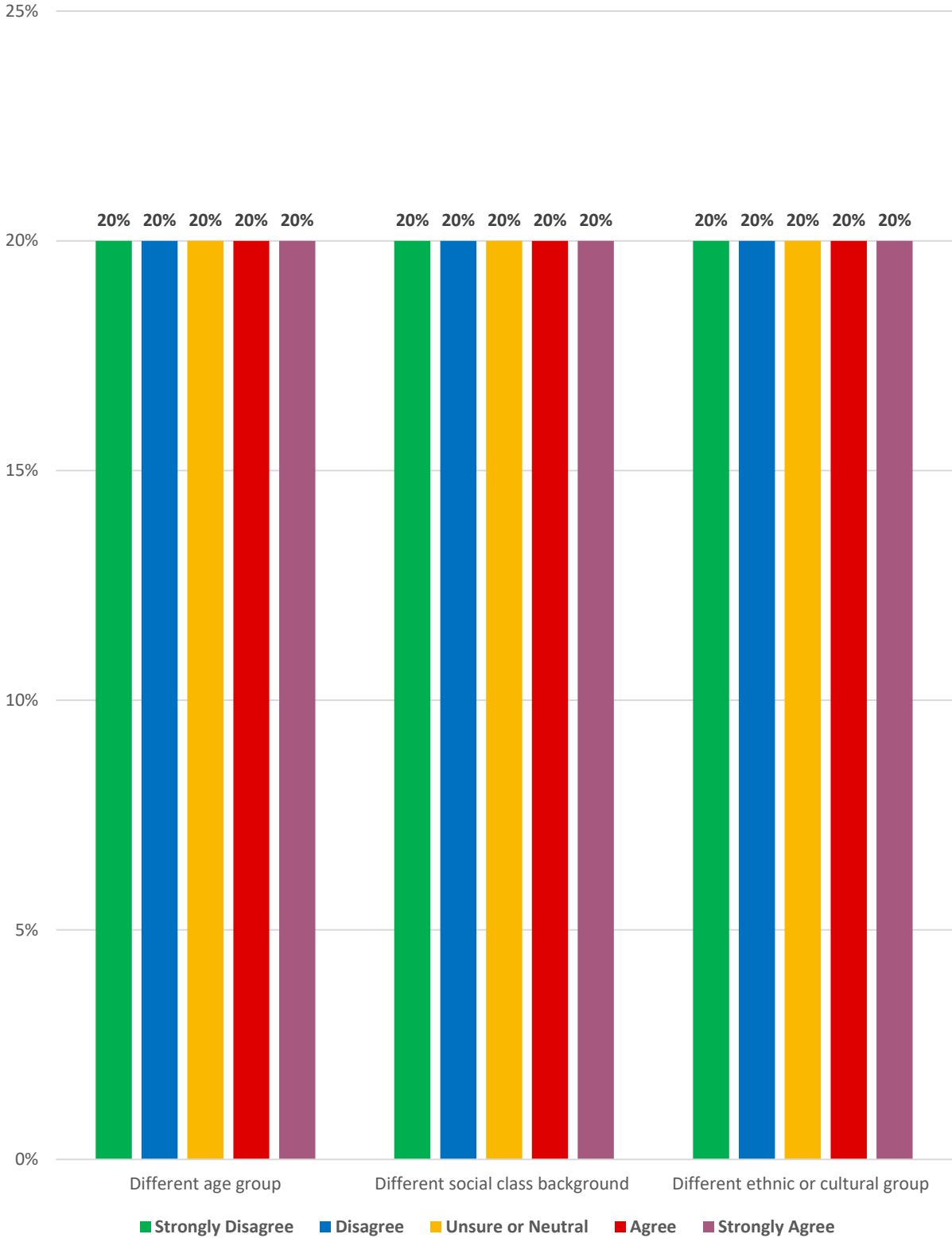


Many congregational/parish leaders signaled diversity as a marker of a flourishing congregation. Diversity encompasses several areas including race and ethnicity, age, socioeconomic status, gender variation in positions of leadership, and sexual orientation to name a few. Paramount to congregational/parish life is how groups practically, hospitably, and meaningfully welcome, embrace, and include diverse groups and perspectives. This dimension examines different areas of diversity, including people's interactions with others in their congregation/parish who are different to themselves on several indicators.

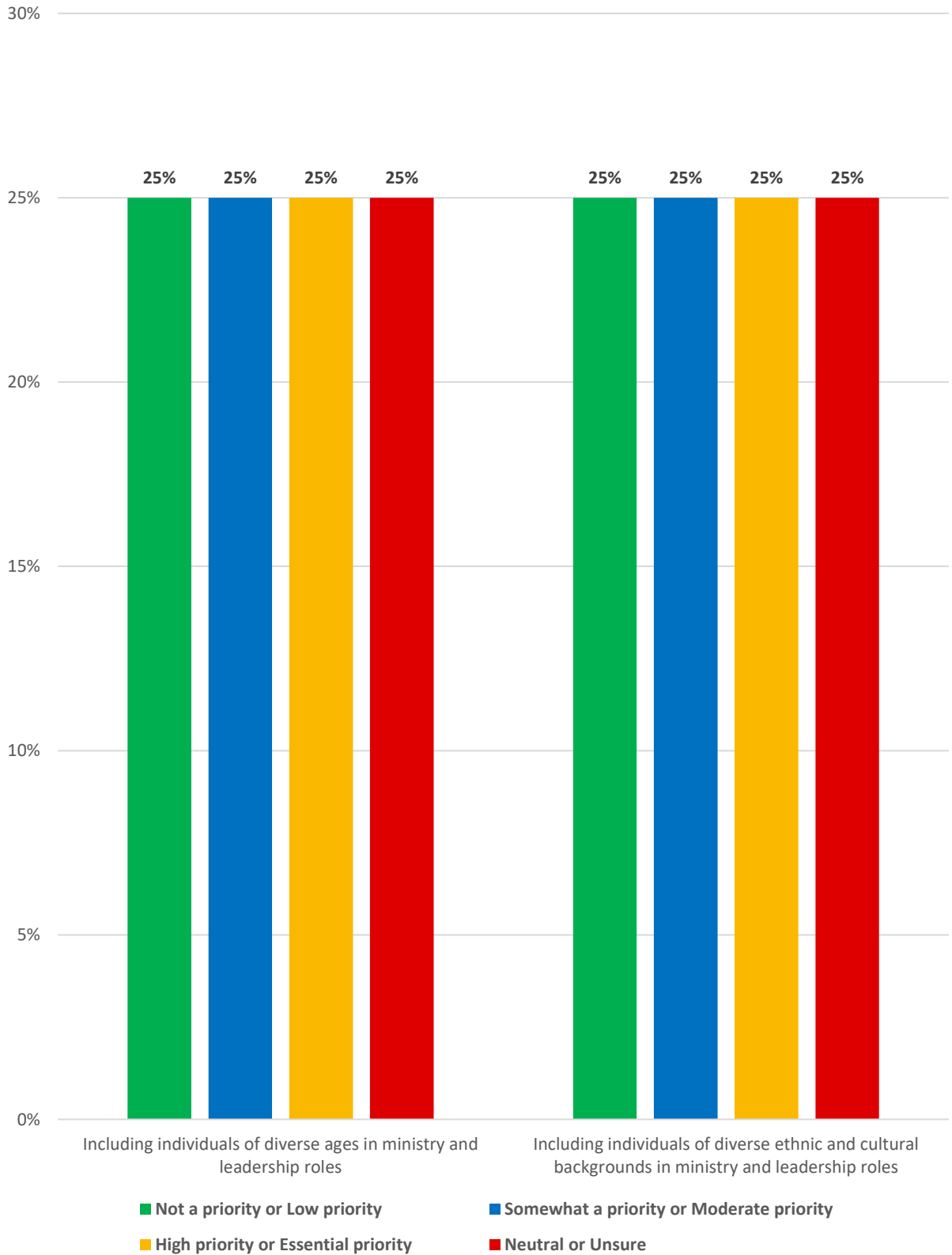


Internal: Diversity

“Over the last year, I personally interacted with people in the congregation who were from a _____ than myself, at least monthly or more”



“As you think about your local congregation/parish over the last year, to what extent would you say your parish/congregation has given priority (or not) to _____”

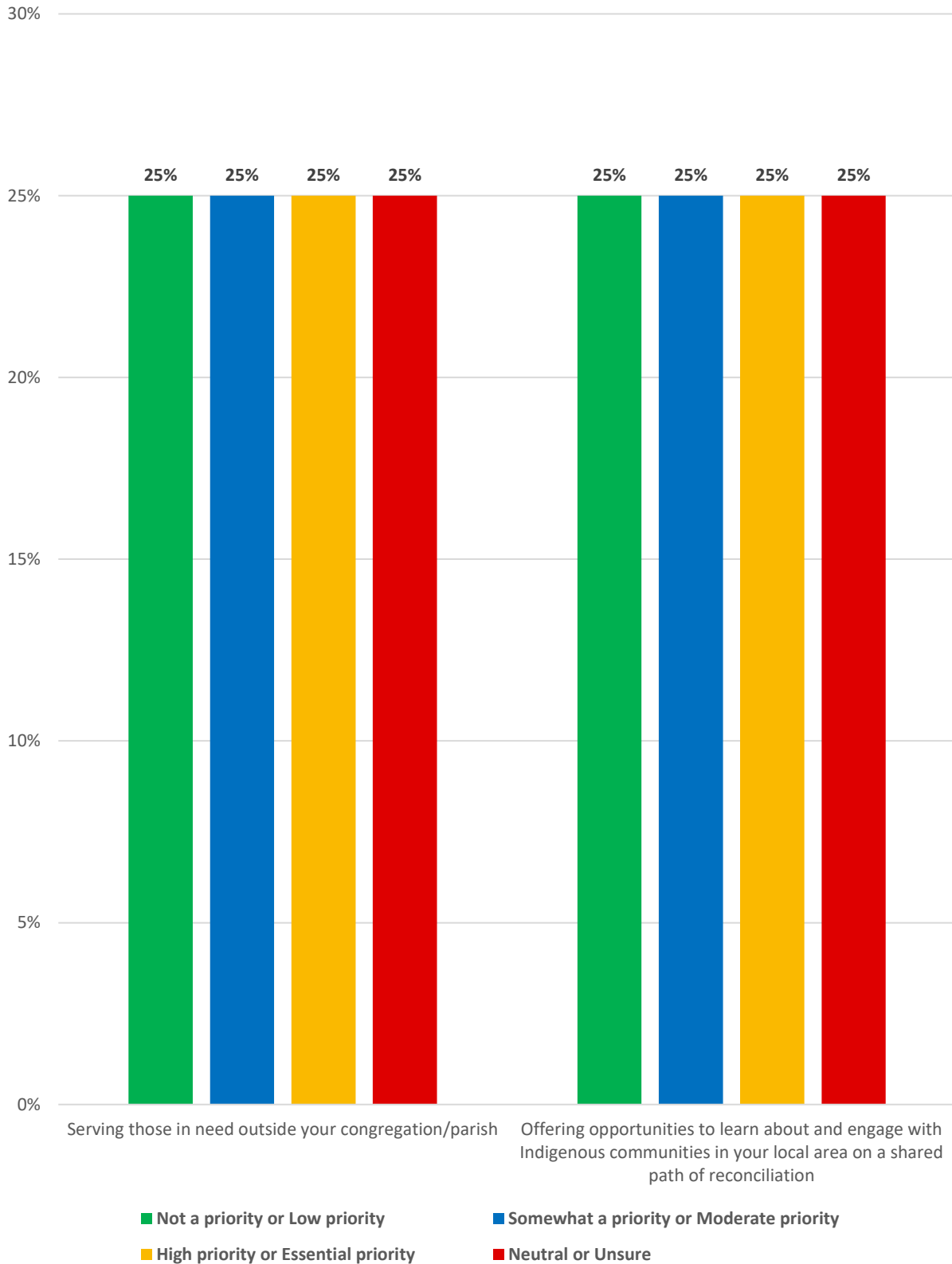


Would your neighbourhood notice if your congregation/parish was no longer there? This dimension of the report explores the various ways that your congregation/parish respondents indicated perceptions of involvement in initiatives beyond the walls of your congregation/parish, including levels of support and involvement for different activities among those in your congregation/parish.

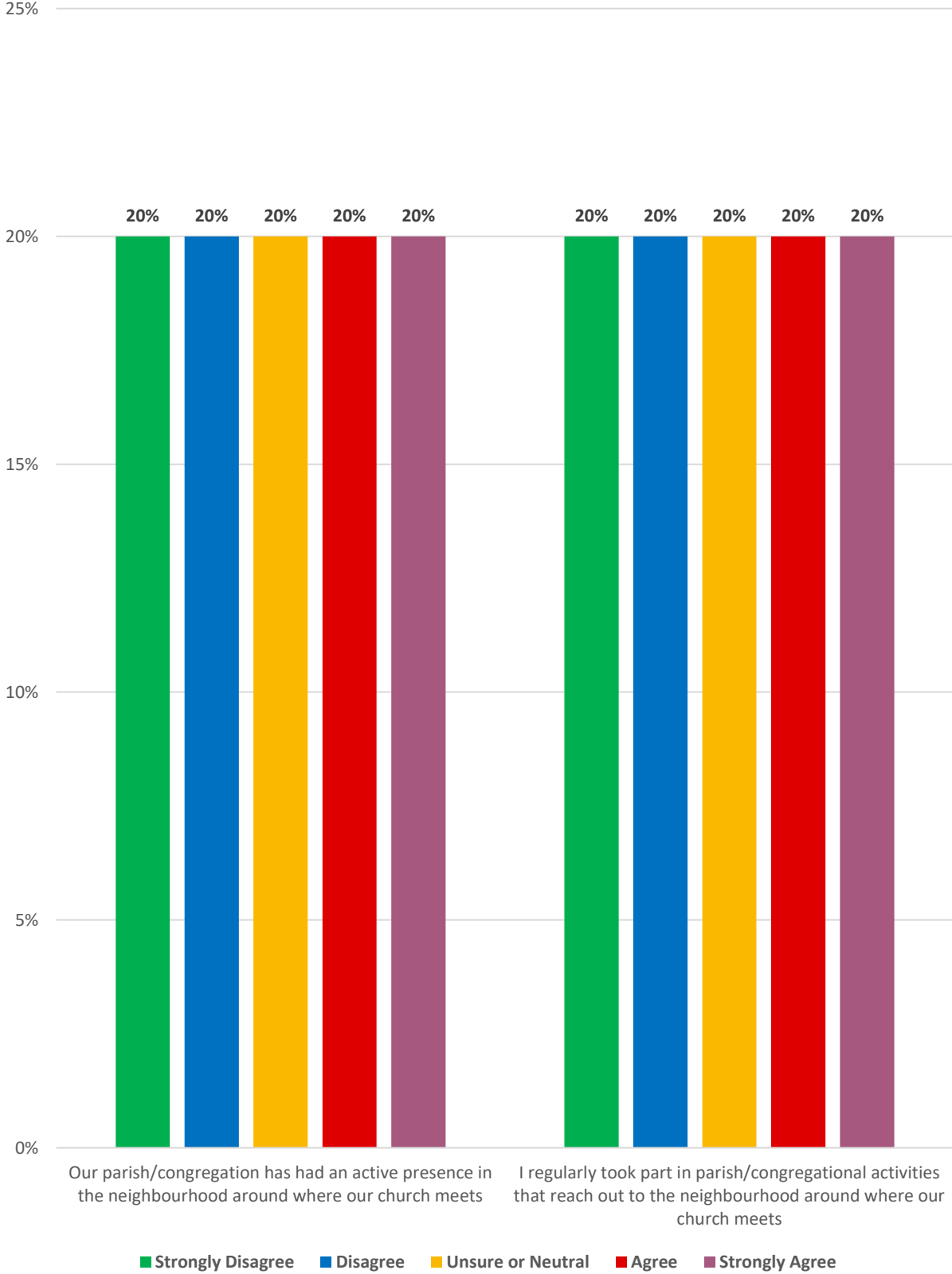


Outward: Neighbourhood Involvement

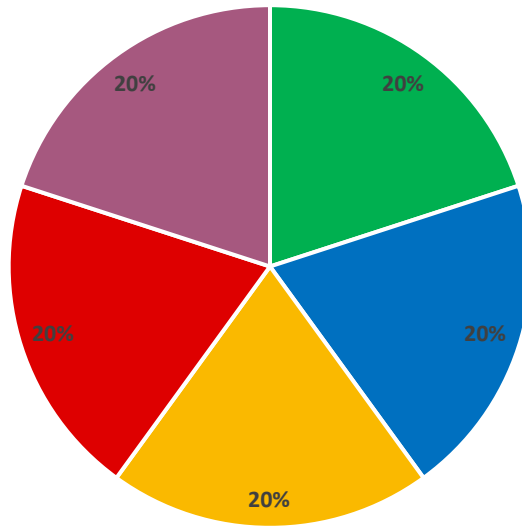
“As you think about your local congregation/parish over the last year, to what extent would you say your parish/congregation has given priority (or not) to _____”



“Over the last year, _____”



“The neighbourhood around our parish/congregation building would notice if we were no longer here”



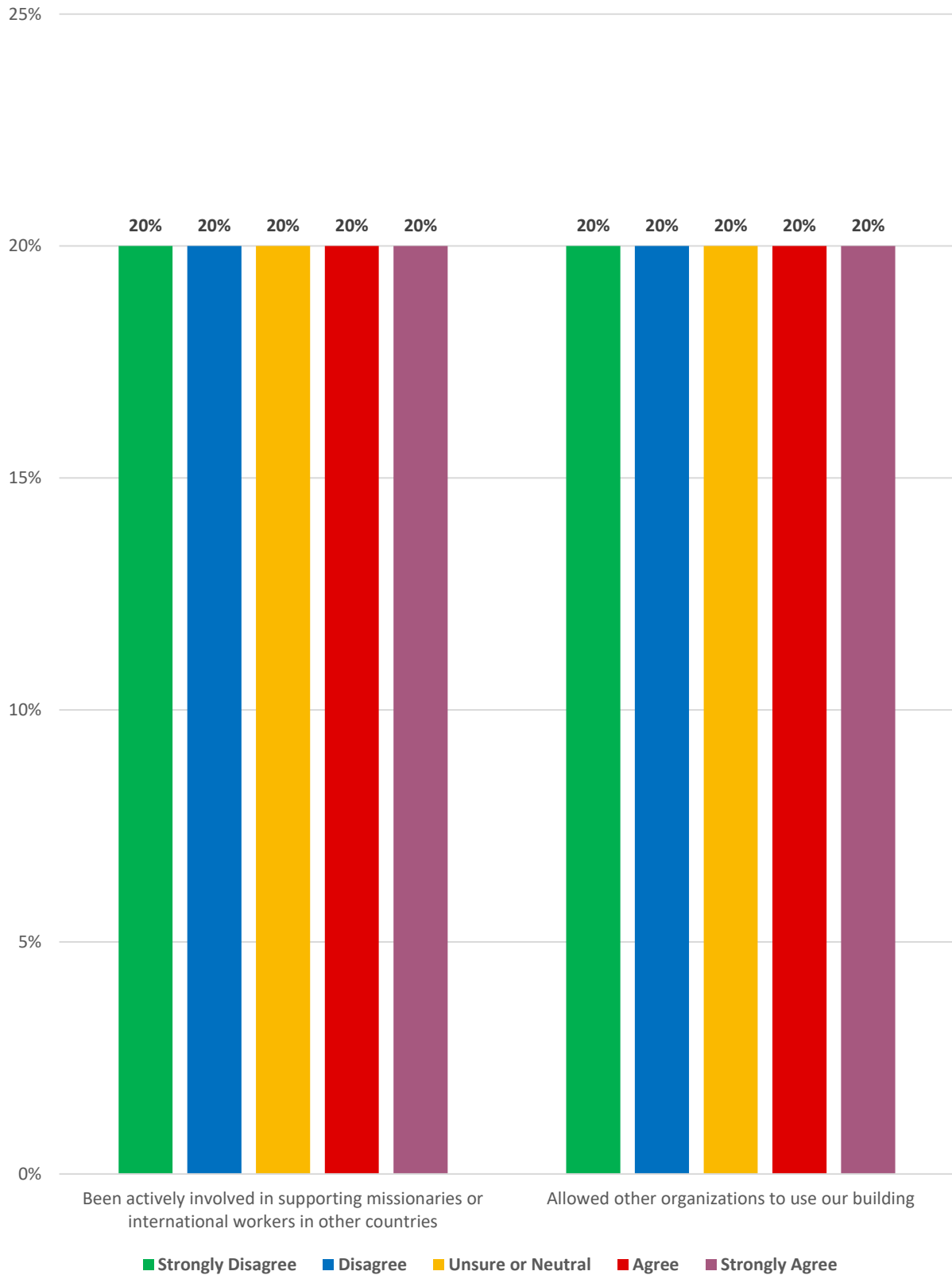
■ Strongly Disagree ■ Disagree ■ Unsure or Neutral ■ Agree ■ Strongly Agree

To what extent does your congregation/parish collaborate with other organizations, and if partnerships exist, what type of groups is your congregation/parish partnering with? This section of your report explores these questions.

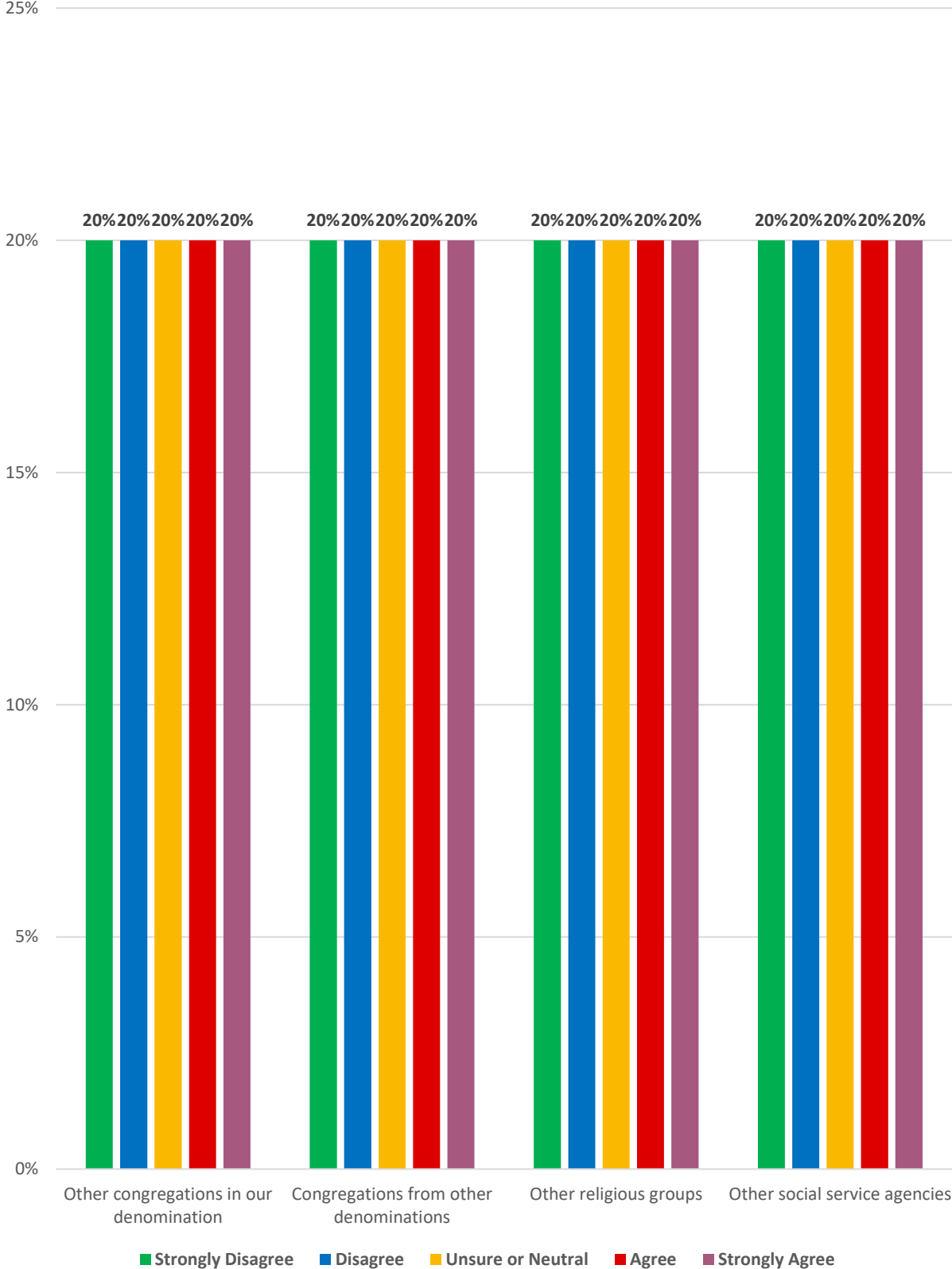


Outward: Partnerships

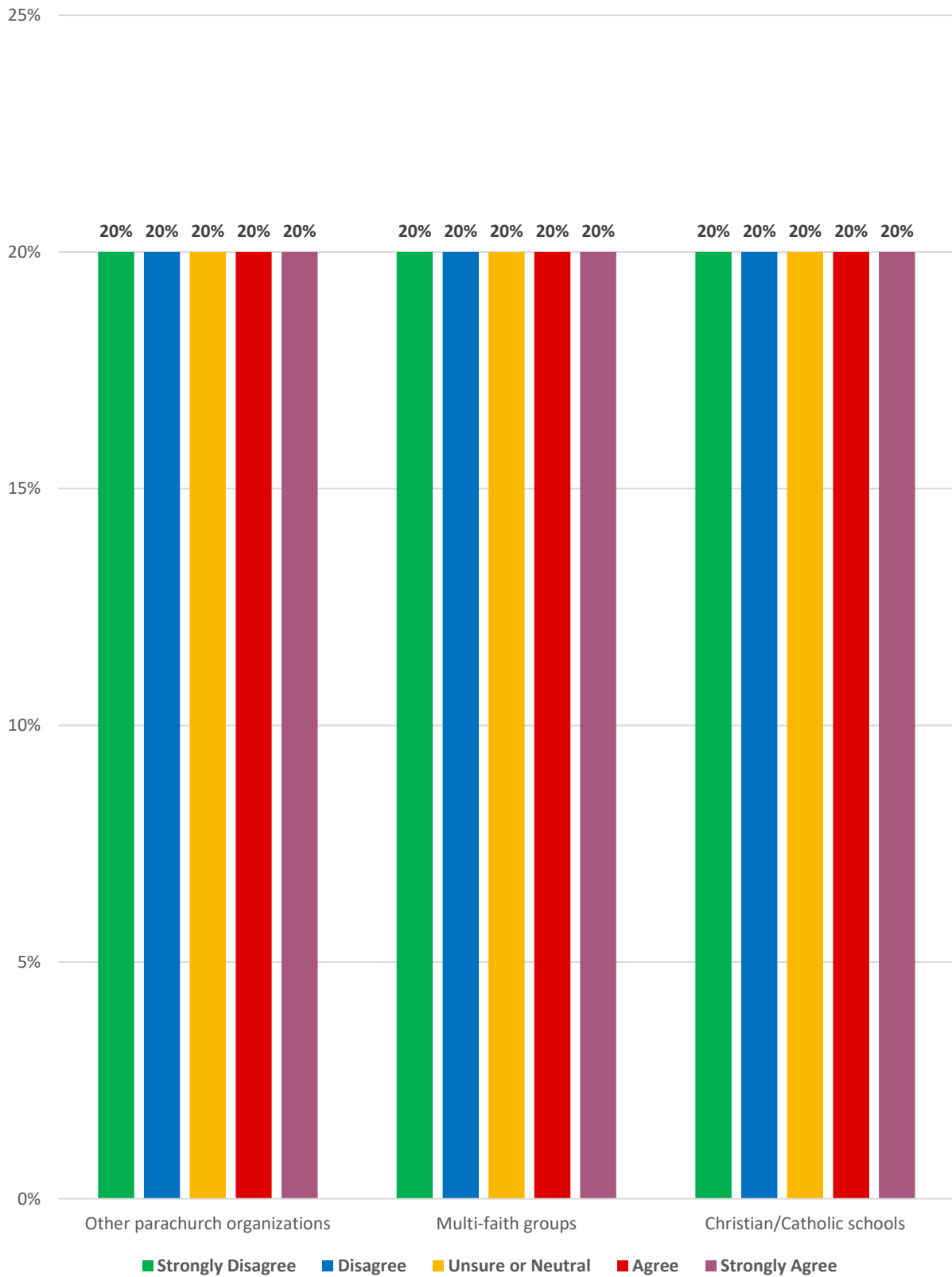
“Over the last year, our congregation/parish has _____”



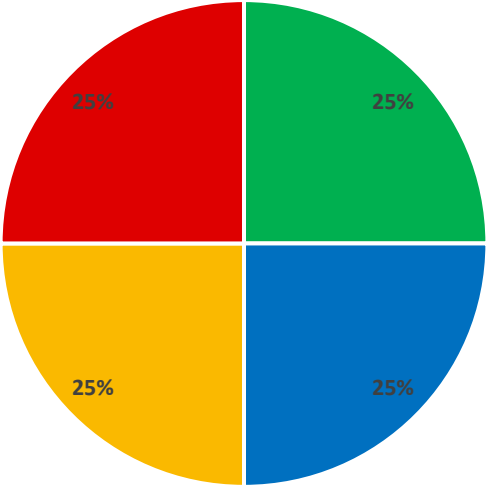
“Over the last year, our congregation/parish has partnered with _____”



“Over the last year, our congregation/parish has partnered with _____”



“As you think about your local congregation/parish over the last year, to what extent would you say your parish/congregation has given priority (or not) to supporting world missions?”



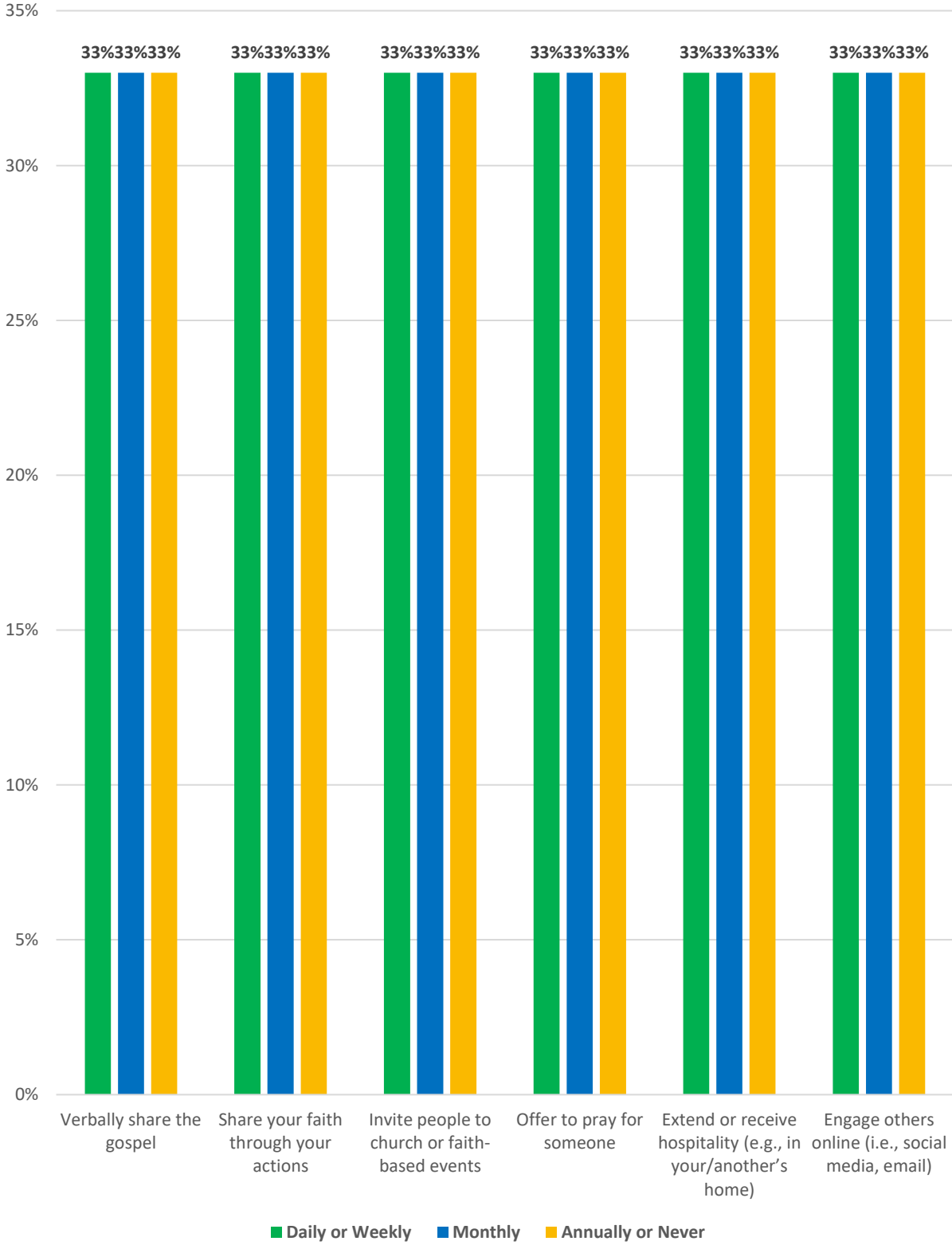
- Not a priority or Low priority
- Somewhat a priority or Moderate priority
- High priority or Essential priority
- Neutral or Unsure

How important do those in your congregation/parish believe evangelism is, do they evangelize (and in what form), and what do they see as the effective pathways or the barriers to evangelism? These are the questions that anchor this dimension of your report.

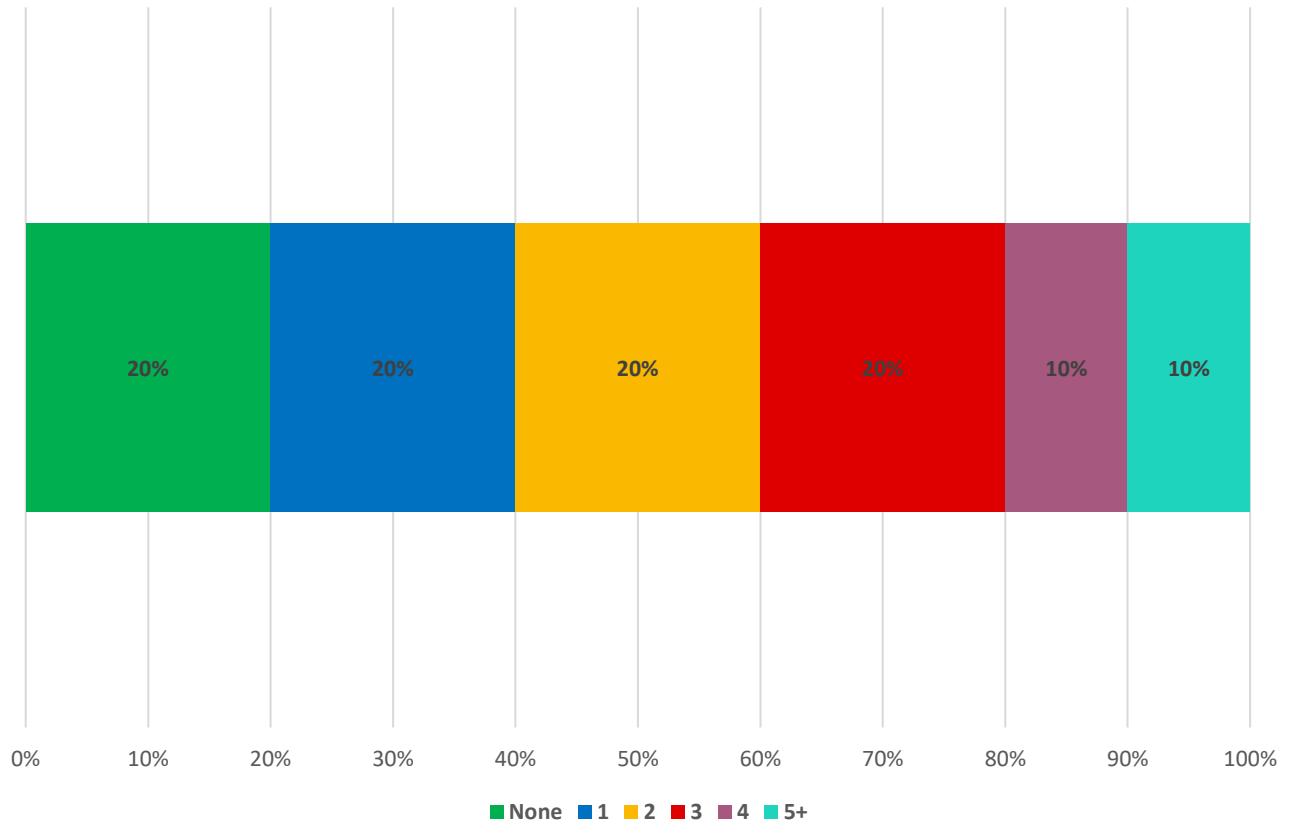


Outward: Evangelism

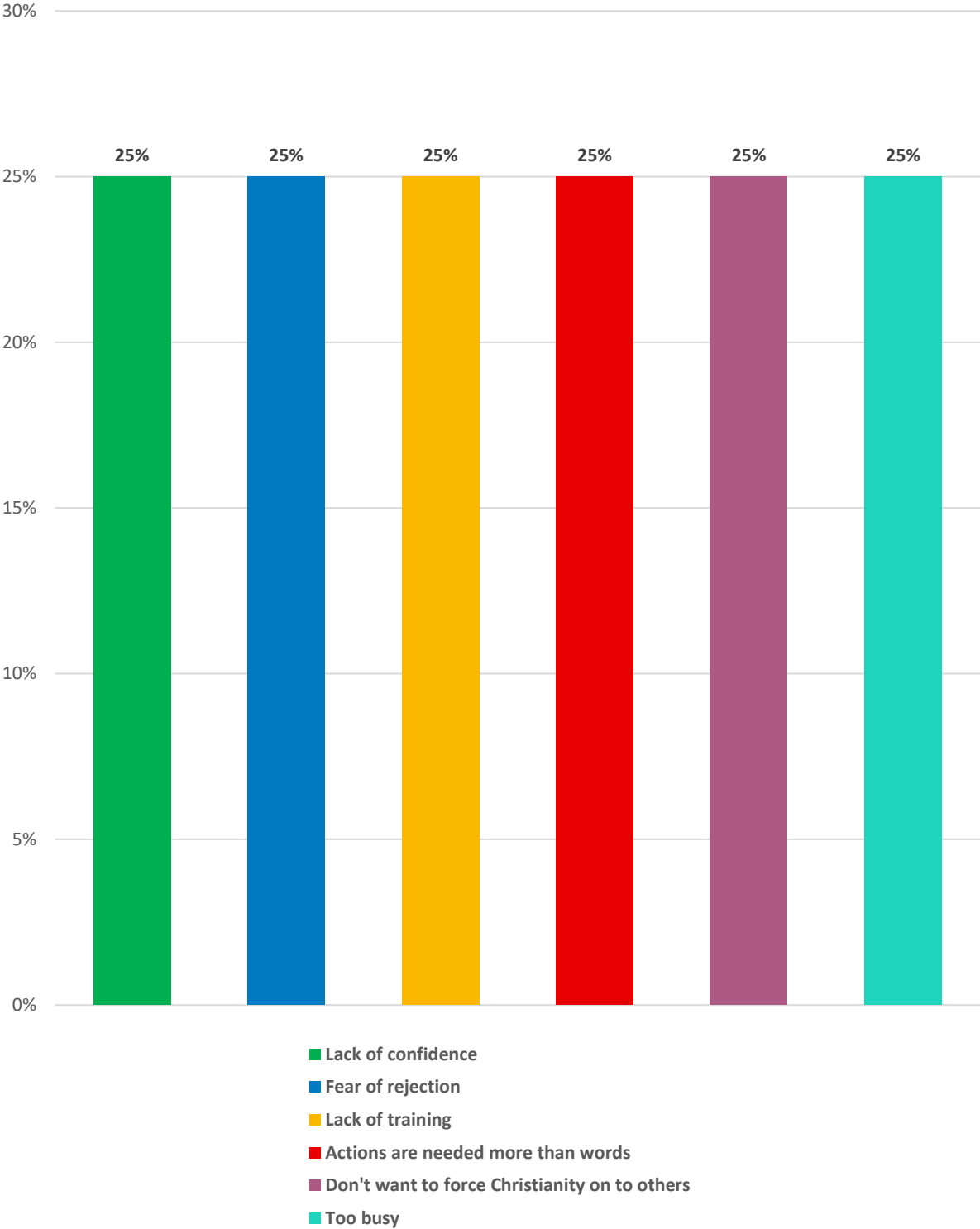
“Over the last year, how frequently did you _____, with an evangelism motivation/goal in mind?”



“At present, how many one-on-one relationships are you engaged in for purposes that include evangelism/evangelization?”



We asked respondents to identify the three biggest challenges in evangelism for them personally. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”





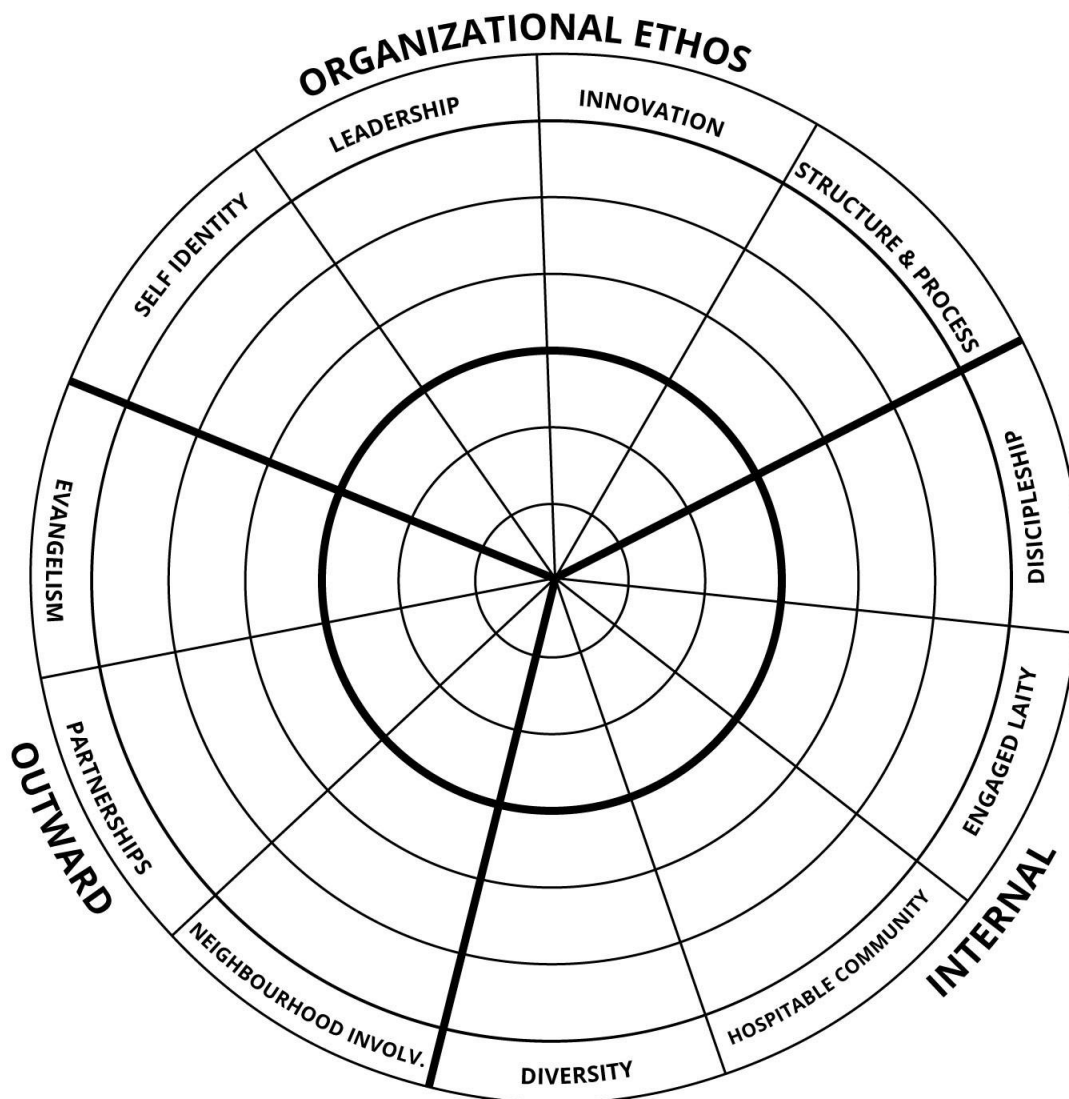
Flourishing Congregations Construct

Flourishing Congregations Construct

As you consider the dimensions and assume that every faith community will have some stronger dimensions than others, you may wish to positively consider your parish/congregation's overall flourishing by making use of the dimensions circumplex on page 4 of this report.

As you think about survey responses received on many of these dimensions, together with your discernments and dialogue with others, to what extent does your parish/congregation evidence strengths in each of the dimensions?

Notice that there are concentric circles within the figure. Beginning in the centre and moving outward, shade-in the extent to which you sense your parish/congregation exhibits strengths for each dimension. Of course, this is an informed but subjective activity. For example, you might shade in the space between the centre and the smallest inner circle for a particular dimension and shade in all the inner circles for another. As you do this for all the dimensions, a larger picture or profile for your current congregational strengths will emerge and you will be able to see patterns and connections within domains (organizational ethos, internal and external) and dimensions. To assist we have provided you with a blank image that you can use for your purposes.



We encourage you to share this report with your parish/ congregation leaders, as well as with the congregation/parish as a whole.



Next Steps

Next Steps

Sharing this Report

We encourage you to share this report with your parish/congregation leaders, as well as with the congregation as a whole. In doing so, below are some suggestions for you to consider:

- Share the report with congregational leaders, such as an Elders' Board or Parish Council, in a regular meeting that helps with strategic planning.
- Use the materials as a basis for retreats for leadership teams to discuss growth areas.
- Use the results for preaching/homilies.
- Use the data as a discussion starter for the various ministry areas of your congregation/parish.
- Use this material as a discussion starter for small group leaders, Sunday school teachers, and so on.

What Now?

As you and your colleagues look through and reflect on this report, you may conclude that for a variety of reasons, certain dimensions or items are more important and others might not have as much relevance for this time and place in your parish/congregation's life. Of course, this is entirely okay. Our research team encourages you to process which of these dimensions might be most integral to your call, identity and functioning as a congregation. It may be helpful for you to single out a number of areas where you seem particularly strong, as well as the areas where opportunities for improvement might exist. In our experience, it is most advantageous to focus on and leverage your areas of strengths. These dimensions should not be ignored, despite our natural tendency to look first at apparent weaknesses. Of course, there is wisdom to giving prayerful and diligent attention to those areas where gains might be made. Here are some broad questions and considerations to help you determine next steps:

- Share, discuss, and discern your way through this report and the following questions with those in your congregation/parish – actively pursue transparent communication, open discussion and dialogue, and shared ownership and participation in the process and outcomes.

- What is our core reason and purpose for existing as a congregation/parish? How do we know if we are excelling in these areas?
- Where do we see signs of flourishing and how can we continue to celebrate and foster those areas?
- Where do we see opportunities for greater flourishing, and how do those areas align with who we believe God is calling us to be as a congregation/parish moving forward?
- Where do we want to see our congregation/parish in one year, three years, and five years from now? How do these desires compare with where we currently are?
- What aspects of our parish/congregation's activities might we release or let go of, to more intentionally fulfill our core purposes for existing as a congregation/parish?
- Identify one area that you wish to give greater attention to moving forward, identifying and pursuing definable actions and measurable outcomes at different time intervals (e.g., 30-days, 60-days, 90-days, 6 months, 1 year).

You may also be interested in digging deeper into specific areas of the eleven dimensions in the Flourishing Congregations Construct. Below are some starter self-assessment questions that may help your group to carefully reflect, assess, discuss, and strategize what might come next.

On a 1-5 scale, with 1 = strongly disagree and 5 = strongly agree:

- Our congregation/parish is clear on its core values as an organization.
- Our congregation/parish has shared or distributed leadership in the sense that there are many people who contribute their gifts to the ministries of this congregation/parish.
- Our congregation/parish is resistant to change.
- Our congregation/parish knows how to get from "here to there" when pursuing its priorities.
- Our congregation/parish has an explicit discipleship process for people who wish to grow in their faith.
- Our congregation/parish encourages and recognizes good work among its volunteers.
- Our congregation/parish gives priority to providing a sense of community for members.

- Our congregation/parish encourages members to personally interact with others who are different to themselves (e.g., race, age, social class).
- Our neighbourhood would notice if our congregation/parish was no longer here.
- It is important that our congregation/parish partners with other organizations to accomplish our core reason(s) for existing.
- Our congregation/parish gives a high priority to evangelism.

Flourishing Congregations Institute Resources and Consultation

Some reading this report may wish to engage further the Flourishing Congregations Institute, to help process and implement some next steps. There are several ways to do so:

- Read our book, *Signs of Life: Catholic, Mainline, and Conservative Protestant Congregations in Canada*. This book is aimed at Canadian church and denominational leaders and groups across theological traditions, and draws on data from our national interviews, focus groups, and surveys, plus offers several theological considerations as well as practical insights regarding the eleven dimensions of our Flourishing Congregations Construct.
- Read our book, *The Stories Congregations Tell: Flourishing in the Face of Transition and Change*. This book offers social scientific analysis and theological reflection on the stories congregations tell, along with practical applications to arise from this research.
- Reach out to our research team for additional consultant services (for a fee) to assist your congregation/parish with possible next steps.
- Sign up for our newsletter. Approximately two times a month, our Institute circulates resources electronically to assist Canadian congregations/parishes – a short blog, a suggested book/article/video, and so forth. If you would like to receive those resources, sign up on our [website](#).
- Consider [taking the survey at a future point in time](#), to compare future perceptions and experiences in your congregation/parish with those presented in this report.

Concluding Words

Thanks for investing the time and energy to participate in this congregational survey. We see this report as Version 3.0 in our attempt to share our research in ways that would benefit local congregations/parishes. If you have feedback on this report, on ways that we might change or strengthen this report, we [welcome your feedback](#).

Resources

In addition to several of our own publications and reports as well as those from other scholars that are available under the “Resources” tab on our website, below is a sample of resources that might be helpful to your congregation/parish as you process your congregation’s report and take the next steps.

Ammerman, Nancy T., Jackson W. Carroll, Carl S. Dudley, and William McKinney, eds. 1998. *Studying Congregations: A New Handbook*. Nashville, TN: Abingdon Press.

Bickers, Dennis W. 2005. *The Healthy Small Church*. Kansas City, MS: Beacon Hill Press.

Bonhoeffer, Dietrich. 1954. *Life Together*. London, UK: SCM Press.

Bowen, John, ed. 2013. *Green Shoots out of Dry Ground: Growing a New Future for the Church in Canada*. Eugene, OR: Wipf and Stock.

Breen Mike. 2011. *Building a Discipleship Culture: How to Release a Missional Movement by Discipling People like Jesus Did*. Pawleys Island, SC: 3 Dimension.

Carroll, Jackson W. 2006. *God’s Potters: Pastoral Leadership and the Shaping of Congregations*. Grand Rapids, MI: Eerdmans.

Chaves, Mark, and Sharon L. Miller (eds). 1998. *Financing American Religion*. Walnut Creek, CA: AltaMira Press.

Clarke, Margaret. 2021. *Understanding Clergy Resilience: Executive Summary*.

Conner Benjamin. 2011 *Practicing Witness: A Missional Vision of Christian Practices*. Grand Rapids, MI: Eerdmans.

- Coutts, Peter. 2013. *Choosing Change: How to Motivate Congregations to Face the Future*. Herndon, VA: Alban.
- Drucker, Peter F. 1990. *Managing the Non-Profit Organization*. New York, NY: HarperCollins Publishing.
- Hopewell, James F. 1987. *Congregation: Stories and Structures*. London, UK: Fortress Press.
- Im, Daniel. 2017. *No Silver Bullets: Five Small Shifts That Will Transform Your Ministry*. Nashville, TN: B&H Publishing.
- Im, Daniel. 2024. *The Discipleship Opportunity: Leading a Great-Commission Church in a Post-Everything World*. Colorado Springs, CO: NavPress.
- James, Christopher B. 2018. *Church Planting in Post-Christian Soil*. New York, NY: Oxford University Press.
- Kelly, Matthew. 2010. *Rediscovering Catholicism: A Spiritual Guide to Living with Passion and Purpose*. 2nd ed. New York, NY: Beacon Publishing.
- Lockhart, Ross A. 2024. *West Coast Mission: The Changing Nature of Christianity in Vancouver*. Montreal, QC: McGill-Queen's University Press.
- Mallon, James. 2014. *Divine Renovation: From a Maintenance to a Missional Path*. Toronto, ON: Novalis Publishing.
- McClure Haraway, Jennifer M. 2023. *No Congregation is an Island: How Faith Communities Navigate Opportunities and Challenges Together*. Lanham, MD: Rowman and Littlefield.
- Pathak, Jay and Runyon, Dave. 2012. *The Art of Neighboring: Building Genuine Relationships Right Outside Your Door*. Grand Rapids, MI: Baker.
- Pentland, John. 2015. *Fishing Tips: How Curiosity Transformed a Community of Faith*. Toronto, ON: Edge.
- Pitt, Richard N. 2021. *Church Planters: Inside the World of Religious Entrepreneurs*. New York, NY: Oxford University Press.
- Pouteaux, Preston. 2017. *The Bees of Rainbow Falls: Finding Faith, Imagination, and Delight in Your Neighbourhood*. Skyforest, CA: Urban Loft Publishers.
- Proeschold-Bell, Rae Jean and Jason Byassee. 2018. *Faithful and Fractured: Responding to the Clergy Health Crisis*. Ada, MI: Baker Publishing Group.
- Rietsma Bick, Angela, and Peter Schuurman. 2024. *Blessed are the Undone: Testimonies of the Quiet Deconstruction of Faith in Canada*. Saskatoon, SK: New Leaf Network.
- Schnase, Robert. 2007. *Five Practices of Fruitful Conversations: Revised and Updated*. Nashville, TN: Abingdon Press.
- Smith, Christian, Michael O. Emerson, with Patricia Snell. 2008. *Passing the Plate: Why American Christians Don't Give Away More Money*. New York, NY: Oxford University Press.
- Watson, James W., and Narry F. Santos. 2022. *Tentmakers: Multivocational Ministry in Western Society*. Eugene, OR: Wipf and Stock.
- Wood Daly, Michael. 2023. *God Doesn't Live Here Anymore: Decline and Resilience in the Canadian Church*. Eugene, OR: Cascade Books.



The Flourishing Congregations Institute researches the Canadian Church, interpreting and sharing data with church leaders across the country.

150 Ambrose Circle SW,
Calgary, Alberta, Canada T3H 0L5
flourishingcongregations@ambrose.edu
(403) 407-9448