Final Report
ThirdSpace Evaluation

Prepared and completed by
Team Play Consulting Inc.
January 31, 2019
“As our communities grow and people change, we believe our spaces too should be able to evolve over time as new needs and values emerge. Spaces that can change with time and provide multiple uses to diverse populations are highly encouraged.”

1 Boston Third Spaces Lab

ACKNOWLEDGEMENTS

We wish to thank Bruce McAndless-Davis and Susan Zwick for their support during the project. Susan Zwick was a regular touchpoint during the survey and focus group process. Susan Zwick and Maria Booth also helped coordinate the focus group times and graciously provided refreshments/hospitality for both sessions at ThirdSpace.

Thanks also to ThirdSpace participants, partners and community organizations including the leadership committee members who took the time to participate in both the survey and focus groups. Your participation helped inform these evaluations results and is deeply appreciated.

1 City of Boston, Engagement and Third Spaces Lab Accessed at https://www.boston.gov/departments/new-urban-mechanics/engagement-lab
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INTRODUCTION

ThirdSpace supported by Peninsula United Church identified a need for an evaluation process that meets the following outcomes:

1. Demonstrates the impact of ThirdSpace programming on participants, leadership and partners.
2. Supports the leadership to develop an ongoing, integrated evaluation process to evaluate the programming and future direction.
3. Helps position ThirdSpace to access additional funding for ongoing programming.

Between November 2018 and January 2019, Team Play Consulting Inc. was engaged to provide a developmental and utilization focused evaluation process and report on the results. The scope of the evaluation supported a process that engaged the users of ThirdSpace as well as the leadership group.

HISTORY AND BACKGROUND

ThirdSpace emerged out of the joining of three local Surrey/White Rock United Church congregations (Peninsula United, First United and Crescent United Churches) and intended to develop deeper unity and shared mission as the groups worked toward amalgamation. The design intended to “experiment and discover community needs”\(^2\) and try new ways of being church that help the next generations connect with a living faith.

It also intended to address key community needs that match the gifts and resources of the Peninsula United churches (and their partners) through a ministry of deep presence. The location served a dual intention to provide an active United Church presence in the heart of the Semiahmoo Peninsula while the First United property is redeveloped.

THIRDSPACE VISION

“A new, community-centered ministry where people who are outside the church can experience radical acceptance, build authentic relationships and participate in a spiritually nurturing and transformational community”\(^3\).

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\(^2\) Personal communication, Bruce McAndeless—Davis (Feb 1, 2019)

\(^3\) ProVision application (2016)
**ThirdSpace Key Strategies**

The initial key strategies for ThirdSpace included:

1. Recruit, train and develop volunteers who can engage authentically with a wide diversity of people and create a welcome and inclusive environment.
2. Be genuinely and deeply present with people in our community and listen for and discover needs that we can respond to. (Possible examples: community and companionship for seniors, support and acceptance for marginalized and LGBTQ youth, friendships and support for young adults and young parents, spiritual nurture for everyone.)
3. Create a highly visible and inviting space in the heart of White Rock/South Surrey where people can experience radical acceptance, build authentic relationships and participate in a spiritually nurturing community.
4. Nurture a culture of compassion, inclusivity and creativity where people are valued for themselves rather than viewed as objects or targets of a program.
5. Use social media and other online, low-cost means of targeted advertising, in addition to word of-mouth promotion, to reach new segments of our community.

**Goals of ThirdSpace**

1. To try new ways of being church that will help next generations connect with a living faith.
2. To address key needs in our community that match the gifts and resources of the Peninsula United churches (and their partners) through a ministry of deep presence.
3. To develop a deeper unity and a shared mission among the three United Church congregations as they move toward amalgamation.
4. To continue to provide an active United Church presence in the heart of the Semiahmoo Peninsula while the First United property is being redeveloped.

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* Provision application (2016)
* Provision application (2016)
MEASURABLE OBJECTIVES

The originally defined Ministry objectives were:

1. For ministerial staff and qualified volunteers to meet with community youth workers, seniors support workers, community health and mental health workers to survey and explore community needs that might match our gifts. (May 2016 to July 2016).

2. Rent, furnish and set up a storefront space in September 2016.

3. The Peninsula United churches will provide volunteers and staffing to begin a variety of programs including drop-ins for seniors, youth and other groups by October 2016.

4. We will begin to hold alternative worship events in June 2016 (at various locations, as appropriate) and have at least 6 gatherings (minimum of 6 people in attendance) by the end of December 2016 (e.g. Labyrinth walks in Kwomais Park; Mindfulness and meditation gatherings, etc.)

5. Seniors, younger adults (and others) in the community will begin to drop-in and participate in various programs to be developed, such as small groups for Meditation and spiritual practices, groups for dealing with anxiety and depression, etc. – with a minimum of 30 identified participants (across various programs) by November 2016 and over 50 by April 2017.

6. Youth will begin to drop in and engage with staff and volunteers (Oct. to Dec. 2016) to begin to claim some space and express their needs. By Dec. 2016 there will be a small core of youth who have started to gather regularly (e.g. a support group for queer youth, homework club, etc.). By April 2016, an ongoing program of youth drop-ins and programs will be established with a minimum of 8 regular participants.

7. As needs and resources are identified, programs and activities will be established in other community locations, such as after-school gatherings at Sunnyside UC for students of the nearby South Surrey/White Rock Learning Centre, or after-school a local elementary school.

8. We will hold special events designed to bring different generations together for sharing stories and experiences and making new connections. (One by December 2016 and 2 more by April 2017)

9. Drop-in Healing Prayer gatherings (Healing Touch and Reiki) will be offered (at least 3 by December and 4 or more between January and April 2017).

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6 Provision application (2016)
10. A minimum of 20 volunteers will be trained and supported by Dec. 2016 and include youth, younger adults, pre-retirement, recently retired and older seniors. New volunteers will be recruited and trained on an ongoing basis, primarily in small groups.
11. Events and programs will be evaluated, adjusted and replaced on an ongoing basis (by the Steering Committee).

**Evaluation Process**

Utilization focused evaluation is a guiding framework for evaluations that employ a variety of methods. The intention of this evaluation is to provide a participatory process during process by inviting consultation from the users of a service (ThirdSpace). Utilization focused evaluation (UFE) offers evaluation processes that are designed, implemented and used through active involvement and engagement throughout the process. The design engages users and participants in a process that encourages ownership. ThirdSpace was involved in the design and implementation process and the leadership team/committee was engaged in the process design, along with Pro-Vision and Bruce McAndless-Davis.

The following methods were employed to gather historical data and inform the utilization focused evaluation process:

1. **Participant and Volunteer Impacts**
   - A purposive sample of volunteers, congregation members and participants (both past and present) received online surveys. Paper copies were sent as well.
   - Focus group session
2. **Leadership Team/Committee**

The leadership team participated in the evaluation process through the following methods:

- Online/paper volunteer and participant survey design process
- Focus group session

Preliminary survey results informed the focus group questions for the participants and volunteers. The final survey results informed the focus group questions for the leadership committee.

A further sense making process was suggested for a phase two evaluation process that would help the leadership team to develop an iterative process that embeds evaluation into ThirdSpace programming in the future and to help make sense of the themes and results that emerged during this evaluation process.

**Evaluation Influences and Limitations**

All evaluation processes have limitations and this evaluation had a tight timeline for reporting and occurred over the Christmas holiday period. This limited volunteer and participant focus group member attendance.
REPORT ORGANIZATION

This report is organized into three main sections that are oriented around a framework of inquiry that informs the analysis of this evaluation: WHAT? SO WHAT? and, NOW WHAT? The background information and evaluation findings frame question of what is being evaluated (WHAT?). The analysis section of the report addresses the implications of the findings and includes key insights, considerations and questions that are important moving forward (SO WHAT?). Finally, the report recommendations provide insight for the future (NOW WHAT?)

SURVEY RESULTS

143 people were emailed regarding the survey, paper copies of the survey was made available through ThirdSpace and Peninsula United Church. Through the church and Third Space the congregation and volunteers received encouragement to participate in the evaluation process.

We received a total of 89 electronic surveys and two paper surveys for a total of 91 survey returns. Direct email contact resulted in a return rate of 64 percent. This is an excellent survey return rate as typical survey returns are between 10-20 percent. This means there is a great deal of confidence and reliability in the survey results.

In the survey results section of the report, there are three groups:

1. Survey respondents refers to the overall survey completion results.
2. Volunteers refers to survey participants who identified themselves as volunteers.
3. Congregation members refer to those who identified themselves as members of Peninsula United Church.

FOCUS GROUPS

Participant and Volunteer Focus Group

We emailed a random sample of the 143 people about the survey. We also invited focus group participation as well. We contacted every third person on the contact list about participation in the volunteer and participant focus group session. We contacted a total of 48 people. The evaluator screened out leadership team or Ministry people who responded. The invitation went out during the holiday period and because there was limited response, the evaluator emailed an additional 23 people (using the same method) to gain more attendance at the focus group. Unfortunately, only six people indicated they could attend the focus group and at the last minute unfortunately one person was unable to attend due to illness. On the day of the focus group, one person arrived who had not registered for a total of six people.

Leadership Team Focus Group

We invited the entire previous and current leadership team except for Bruce McAndless-Davis to attend the leadership group focus group. Bruce McAndless-Davis was away on vacation. His absence may have
encouraged more open speech. We invited twenty-two people on the leadership committee. We also contacted two previous members involved in the leadership group and both declined to attend (one was out of the country and the second mentioned a letter that described her reasons for not continuing). A total of ten people agreed to attend and unfortunately one person had to withdraw for personal reasons. A total of nine participants attended.

OVERVIEW OF SURVEY RESULTS

DEMOGRAPHIC DATA
As mentioned earlier, we received a total of 91 surveys. The largest demographic group in the survey respondents were aged 30-64, within the volunteer group, the largest demographic is 70+ years of age and in the congregation, those aged 30-64 is equal to those 70+ years of age. Young people are significantly under-represented.

Gender
Overwhelmingly women are overrepresented in the survey within the survey respondents, volunteers and the congregation.

<table>
<thead>
<tr>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>88%</td>
<td>93%</td>
</tr>
<tr>
<td>Male</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>Prefer not to indicate</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Do you identify as any of the following?
All groups of survey respondents indicated none of the above as their answer. Those who answered other went on to describe themselves as congregation members or retired.

<table>
<thead>
<tr>
<th>Survey Respondents</th>
<th>Percentage of respondents</th>
<th>Volunteers</th>
<th>Congregation</th>
</tr>
</thead>
<tbody>
<tr>
<td>None of the above</td>
<td>64%</td>
<td>77%</td>
<td>74%</td>
</tr>
<tr>
<td>Person with low income</td>
<td>4%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>4% (congregation member, retired)</td>
<td>30% (retired, congregation member)</td>
<td>31% (retired, congregation member)</td>
</tr>
<tr>
<td>Lone parent</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

The percentages do not total 100% as people could choose more than one category.

**Employment Status**
Most participants are retired followed by those who participate in part or full-time work.

<table>
<thead>
<tr>
<th>Do you work?</th>
<th>Retired</th>
<th>Part time</th>
<th>Full time</th>
<th>Self employed</th>
<th>Unemployed</th>
<th>Prefer not to say</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Congregation</strong></td>
<td>51.70%</td>
<td>19.70%</td>
<td>19.60%</td>
<td>6.00%</td>
<td>3.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Volunteers</strong></td>
<td>43.00%</td>
<td>26%</td>
<td>21.00%</td>
<td>7%</td>
<td>3.00%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Survey Respondents</strong></td>
<td>47.42%</td>
<td>18.56%</td>
<td>17.53%</td>
<td>7.22%</td>
<td>6.19%</td>
<td>3.09%</td>
</tr>
</tbody>
</table>
**ThirdSpace Participation**

How long have you participated at ThirdSpace?
Most survey respondents indicated they had participated in ThirdSpace programming for longer than one year, followed by 7-12 months. This was also true for volunteers with 52 percent participating longer than one year followed by 21% who participated between 7 -12 months. 54.5% of congregation members had participated longer than one year followed by 18.2% who had participated for 7-12 months.

![How long have you participated in ThirdSpace programming?](chart)

Weekly program participation
Most of the weekly program participation occurred in the noted programs. The most well attended programs were Café Church, Mindfulness and ThirdSpace Café across all survey groups. Most attendees are volunteers and congregation members.

<table>
<thead>
<tr>
<th>Weekly Program Participation</th>
<th>Survey Respondents</th>
<th>Percentage (Volunteers)</th>
<th>Congregation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Café Church</td>
<td>28%</td>
<td>68%</td>
<td>60%</td>
</tr>
<tr>
<td>Mindfulness</td>
<td>25%</td>
<td>43%</td>
<td>35%</td>
</tr>
<tr>
<td>ThirdSpace Café</td>
<td>21%</td>
<td>50%</td>
<td>36%</td>
</tr>
<tr>
<td>Mindful Relationships</td>
<td>9%</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>Mindful Movement</td>
<td>0%</td>
<td>0%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Percentages total more than 100 percent as survey respondents could select all categories that applied.
Monthly program participation
We asked Survey respondents what monthly events they participated in. The most frequent survey response was not applicable in all categories. Many survey respondents, volunteers and congregation members have not attended monthly programming.

27% of survey respondents attended Death Café, 31% of volunteers attended music and meditation and 26% of congregation members attended Death Café.

<table>
<thead>
<tr>
<th>Monthly Participation</th>
<th>Survey Respondents</th>
<th>Monthly Participation</th>
<th>Volunteers</th>
<th>Monthly Participation</th>
<th>Congregation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Applicable</td>
<td>36%</td>
<td>Not Applicable</td>
<td>39%</td>
<td>Not Applicable</td>
<td>51%</td>
</tr>
<tr>
<td>Death Café</td>
<td>27%</td>
<td>Music and meditation</td>
<td>31%</td>
<td>Death Café</td>
<td>26%</td>
</tr>
<tr>
<td>Music and meditation</td>
<td>17%</td>
<td>Death Café</td>
<td>27%</td>
<td>Music and Meditation</td>
<td>19%</td>
</tr>
<tr>
<td>Coffee House</td>
<td>9%</td>
<td>Coffee House</td>
<td>16%</td>
<td>Coffee House</td>
<td>9%</td>
</tr>
</tbody>
</table>

Percentages total more than 100 percent as people could select all that applied.
Short term or one-time event participation

We asked survey respondents about short term or one-time events participation, most survey respondents and congregation members indicated they had not attended short term or one-time events. Volunteers noted that 38% had attended the All My Relations photo exhibit.

<table>
<thead>
<tr>
<th>Short term or one-time events</th>
<th>Survey Respondents</th>
<th>Short term or one-time events</th>
<th>Volunteers</th>
<th>Short term or one-time events</th>
<th>Congregation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Applicable</td>
<td>27%</td>
<td>All My Relations Photo Exhibit</td>
<td>38%</td>
<td>Not Applicable</td>
<td>38%</td>
</tr>
<tr>
<td>All My Relations Photo Exhibit</td>
<td>15%</td>
<td>Craft Day</td>
<td>24%</td>
<td>All My Relations</td>
<td>26%</td>
</tr>
<tr>
<td>Mindfulness Day Camps</td>
<td>14%</td>
<td>Mindfulness Day Camps</td>
<td>24%</td>
<td>Mindfulness Day Camps</td>
<td>19%</td>
</tr>
</tbody>
</table>

We have indicated the top three results.

PARTNER PROGRAM PARTICIPATION

Partner programs include relationships with other service providers for use of ThirdSpace.

<table>
<thead>
<tr>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Applicable -75%</td>
<td>Not Applicable -75%</td>
<td>Not Applicable -90%</td>
</tr>
<tr>
<td>Moving Forward Counselling, Conscious Connections and PFLAG –7% respectively</td>
<td>Moving Forward Counselling and Conscious Connections 13% respectively.</td>
<td>PFLAG-10%</td>
</tr>
</tbody>
</table>

Most survey respondents, volunteers and congregation members had not participated in partner programs. User groups and their participants may not have been included in the survey distribution list.
Frequency of attendance at ThirdSpace programming (any type)
This chart describes the frequency of attendance of survey respondents, congregation members and volunteers respectively. Survey respondents, volunteers and congregation members had most frequently attended more than 30 times, followed by 1-5 times. The majority of those that answered other had never attended.

How often have you attended a program of any type at ThirdSpace?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>5.75%</td>
<td>3.40%</td>
<td>3.50%</td>
</tr>
<tr>
<td>Once</td>
<td>4.6%</td>
<td>2.3%</td>
<td>8.80%</td>
</tr>
<tr>
<td>1-5 times</td>
<td>20.7%</td>
<td>17.20%</td>
<td>22.80%</td>
</tr>
<tr>
<td>6-10 times</td>
<td>20.7%</td>
<td>24.10%</td>
<td>21.10%</td>
</tr>
<tr>
<td>15-30 times</td>
<td>19.5%</td>
<td>24.10%</td>
<td>19.30%</td>
</tr>
<tr>
<td>More than 30 times</td>
<td>26.4%</td>
<td>31.0%</td>
<td>24.50%</td>
</tr>
</tbody>
</table>

Volunteerism
ThirdSpace volunteers provide support for the programming and act as helpers and facilitators. One third of survey respondents indicated they played a volunteer role. 57% of congregation members played a volunteer role.

<table>
<thead>
<tr>
<th>Survey Respondents</th>
<th>Type of roles</th>
<th>Volunteers</th>
<th>Type of roles</th>
<th>Congregation members</th>
<th>Types of roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>33% volunteered</td>
<td>42% helped as Café hosts and helpers, 16% as facilitators</td>
<td>100% volunteered</td>
<td>59% helped as Café hosts and helpers, and 38% indicated other and referred to other helper roles, program</td>
<td>57% volunteered</td>
<td>63% volunteered as Café hosts and helpers, 38% indicated other and described some other types of helper roles, program</td>
</tr>
</tbody>
</table>
LENGTH OF TIME VOLUNTEERING AT THIRDSPACE

Survey respondents, volunteers and congregation members had most frequently volunteered for longer than 12 months.
**Monthly volunteerism hours**
In all categories of respondents, most people volunteered under four hours each month, followed by those who volunteered five to twenty times per month.

**Peninsula United Church Affiliation**
Most volunteers and ThirdSpace participants attend Peninsula United Church (86%) and 67% of the survey respondents indicated they were affiliated with Peninsula United Church.
**WHAT INITIALLY BROUGHT YOU TO THIRDSPACE?**

We note the top three things that first brought respondents to ThirdSpace in the following chart. Most attended because of the connection to Peninsula United Church or had a personal connection or invitation. The effectiveness of community notices had most impact on citizen participants.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Survey Respondents</th>
<th>Volunteer participants</th>
<th>Congregation members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connection to Peninsula United Church</td>
<td>55.29%</td>
<td>70%</td>
<td>84%</td>
</tr>
<tr>
<td>Personal connection or invitation</td>
<td>21.18%</td>
<td>16.7%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Community notices</td>
<td>8.24%</td>
<td>3.3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

We note the top three responses.

**How did people learn about the programs?**

Predominantly people learned about ThirdSpace programs through their affiliation with Peninsula United Church followed by a personal connection and then through ThirdSpace directly.

**What factors influenced ThirdSpace participation?**

Results varied for each group of respondents however the program leader and the program offered seemed to have the most influence. Both volunteers and the congregation believed sponsorship by Peninsula United Church was important. This group also felt the location was not at all or slightly influential whereas there was a split in the survey respondents 38% said the location was not at all influential and 28% felt it was very or extremely influential.
<table>
<thead>
<tr>
<th>Factors</th>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current location of ThirdSpace</strong></td>
<td>38.47% said the location was not at all influential and 28.2% indicated the location was very or extremely influential.</td>
<td>56% of volunteers felt the location was not at all or slightly influential and 12% felt it was extremely influential.</td>
<td>54.3% felt the location was not at all or slightly influential.</td>
</tr>
<tr>
<td><strong>Sponsored by Peninsula United Church</strong></td>
<td>47% of respondents said extremely or very influential and 32% indicated not at all or slightly influential.</td>
<td>Sponsorship by Peninsula United Church was extremely or very influential to 59.2%.</td>
<td>65.4% felt it was extremely or very influential and 19.2% somewhat influential.</td>
</tr>
<tr>
<td><strong>Program leader</strong></td>
<td>55.84% of respondents indicated the program leader was very or extremely influential.</td>
<td>54.2% felt the program leader was extremely or very influential, and 21% felt it was somewhat influential.</td>
<td>44.9% felt the program leader was extremely or very influential, and 26.5% felt it was not at all influential.</td>
</tr>
<tr>
<td><strong>Program being offered</strong></td>
<td>75.94% of respondents indicated the program was very or extremely influential in their decision to participate.</td>
<td>68% felt the program was extremely or very influential</td>
<td>68% felt the program was extremely or very influential</td>
</tr>
<tr>
<td><strong>Other program participants</strong></td>
<td>44.97% of respondents not at all or slightly</td>
<td>46% felt the other program participants were somewhat influential and</td>
<td>44.4% felt the other participants were slightly or somewhat influential</td>
</tr>
</tbody>
</table>
Factors | Survey Respondents | Volunteers | Congregation members
--- | --- | --- | ---

**influential** in their decision to participate. **23%** said **not at all influential.**

<table>
<thead>
<tr>
<th>Factors</th>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program leader change</strong></td>
<td>53.16% indicated they would reconsider participation or be unlikely to continue, 46.84% indicated they would continue</td>
<td>46.2% would continue to participate and 34.6% would reconsider participation.</td>
<td>51% would continue and 37.3% would reconsider.</td>
</tr>
<tr>
<td><strong>Program time change</strong></td>
<td>52% indicated they would reconsider or be unlikely to continue if the program time changed, 48% said they would continue.</td>
<td>50% would reconsider and 37.5% would continue to participate.</td>
<td>44.7% would reconsider and 44.7% would continue.</td>
</tr>
<tr>
<td><strong>Current Program Ends</strong></td>
<td>72.22% indicated they would reconsider or be unlikely to continue if the current program ends, 21.78% would continue.</td>
<td>52.2% would be unlikely to continue and 26.1% would continue.</td>
<td>42.2% would be unlikely to continue, 31.1% would continue.</td>
</tr>
</tbody>
</table>

What changes may influence ongoing participation at ThirdSpace?

<table>
<thead>
<tr>
<th>Factors</th>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program leader change</strong></td>
<td>53.16% indicated they would reconsider participation or be unlikely to continue, 46.84% indicated they would continue</td>
<td>46.2% would continue to participate and 34.6% would reconsider participation.</td>
<td>51% would continue and 37.3% would reconsider.</td>
</tr>
<tr>
<td><strong>Program time change</strong></td>
<td>52% indicated they would reconsider or be unlikely to continue if the program time changed, 48% said they would continue.</td>
<td>50% would reconsider and 37.5% would continue to participate.</td>
<td>44.7% would reconsider and 44.7% would continue.</td>
</tr>
<tr>
<td><strong>Current Program Ends</strong></td>
<td>72.22% indicated they would reconsider or be unlikely to continue if the current program ends, 21.78% would continue.</td>
<td>52.2% would be unlikely to continue and 26.1% would continue.</td>
<td>42.2% would be unlikely to continue, 31.1% would continue.</td>
</tr>
</tbody>
</table>
Factors Survey Respondents Volunteers Congregation members
---
Program Participants Change 68.06% indicated changes in participants would not influence their decision to continue in the program. 52.2% would continue to participate and 34.8% would reconsider. 60% would continue and 26.7% would reconsider.

ThirdSpace moves out of the current neighbourhood 63.16% indicated they would reconsider or be unlikely to continue. 42.3% would reconsider participation and 34% would be unlikely to continue. 42.9% would continue and 34.7% would reconsider.

ThirdSpace moves into a church building 71.05% indicated they would continue to participate. 56% would continue and 24% would be unlikely to continue. 64% would continue and 24% would reconsider.

Slightly more than 63% of survey respondents indicated they would reconsider or be unlikely to continue if ThirdSpace moves out of the neighbourhood and interestingly 71% indicated they would continue if it moved to a church building. This raises some questions about the significance of the location and contradicts the previous question about the importance of location.

**IMPACTS OF PROGRAM PARTICIPATION**

The main program impacts for survey respondents were strengthening existing social connections and improved mental and spiritual well-being. Volunteers and congregation members felt the greatest impacts were in improved mental and spiritual well-being followed by increased sense of community belonging.

<table>
<thead>
<tr>
<th>Impacts</th>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved mental and spiritual wellbeing</td>
<td>58% strongly agreed or agreed</td>
<td>50% agreed</td>
<td>50% strongly agreed</td>
</tr>
<tr>
<td>Improved physical wellbeing/physical activity</td>
<td>75% disagreed</td>
<td>50% disagreed</td>
<td>75% disagreed</td>
</tr>
<tr>
<td>Forming new social connections and relationships</td>
<td>25% strongly agreed or agreed</td>
<td>25% agreed</td>
<td>75% strongly agreed or agreed</td>
</tr>
</tbody>
</table>
### Impacts

<table>
<thead>
<tr>
<th>Impacts</th>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening of existing social connections and relationships</td>
<td>66% strongly agreed or agreed</td>
<td>40% agreed</td>
<td>66% strongly agreed or agreed</td>
</tr>
<tr>
<td>Increased sense of belonging to my community</td>
<td>55% strongly agreed or agreed</td>
<td>48% agreed</td>
<td>50% agreed</td>
</tr>
<tr>
<td>An increase in ability to stretch my money further</td>
<td>Insufficient respondents for reliability</td>
<td></td>
<td></td>
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</table>

### What impact does your participation have?

Survey respondents indicated they were somewhat helping peers and neighbours and developing leadership skills. Volunteers felt they were completely contributing to the program and mostly making a difference. Congregation members indicated they were completely or mostly contributing to the program; somewhat helping their peers and neighbours and somewhat developing their leadership skills.

### By participating, are you?

<table>
<thead>
<tr>
<th>By participating, are you?</th>
<th>Survey Respondents</th>
<th>Volunteers</th>
<th>Congregation members</th>
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</thead>
<tbody>
<tr>
<td>Contributing to the program</td>
<td>40% somewhat</td>
<td>60% completely</td>
<td>66% completely or mostly</td>
</tr>
<tr>
<td>Contributing to overall community well being</td>
<td>35% mostly</td>
<td>40% mostly</td>
<td>33% mostly</td>
</tr>
<tr>
<td>Helping peers and neighbours</td>
<td>67% somewhat</td>
<td>30% mostly</td>
<td>67% somewhat</td>
</tr>
<tr>
<td>Developing your leadership</td>
<td>67% somewhat</td>
<td>40% somewhat</td>
<td>67% somewhat</td>
</tr>
<tr>
<td>Making a difference</td>
<td>40% somewhat</td>
<td>50% mostly</td>
<td>55% mostly</td>
</tr>
<tr>
<td>Supporting your self-development</td>
<td>30% mostly</td>
<td>44% somewhat</td>
<td>60% completely</td>
</tr>
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</table>

### Programming Suggestions

There were only a few programming suggestions:

- Listening circles
- More think tank or theological cafe type events, fundraising for specific causes
- Youth leadership, babysitting training, Pro D day workshop/mini camp
- Mom’s group, more outreach to community, young family events and activities
FOCUS GROUP RESULTS

The first focus group consisted of a total of six members from the email list. We screened out leadership committee members and Ministry members. The group consisted of mostly women and one man. The second focus group consisted of leadership team/committee members, nine people were present, they were all women. Direct quotes appear in italics.

What is the vision of ThirdSpace?
The leadership committee indicated a lot of convergence on the vision and noted words like “alternative, progressive Christianity, spiritual growth, community, engagement with others as well as an on-going presence in the Town Centre.” Others mentioned ThirdSpace was a place to “do church differently, build and connect more with community, inclusivity, church outside the sanctuary and a new non-traditional way of practicing faith.”

Who is the intended audience of ThirdSpace?
The leadership committee commented that the target audience was “past church members, the ‘unchurched,’ spiritual seekers, families with children, those living in the neighborhood, lonely seniors as well as the disconnected, people wanting to worship in an alternative or different way, people outside of the congregation.”

How successful has ThirdSpace been at achieving the target audience?
The leadership committee commented that there were numerous successful programs; “Café Church, Mindfulness, Death Café, Stitch & Knit are all popular and well attended by congregation.” Due to the “intimacy of the group” some programming has less participants. The group acknowledged that there has been “limited success in reaching the external target groups.” Others cited a “lack of community contacts.”

The building and location also present some challenges including “space and parking limitations and lack of kitchen space.”

Who is the target audience at ThirdSpace?
“First United Church (now Peninsula United Church) initiated and developed the concept of ThirdSpace before the amalgamation process took place. The Ministry, leadership committee and congregation invested financial resources and sweat equity, and the groups committed to its success.”

How can ThirdSpace outreach to under-represented demographic groups?
The group mentioned that some of the programming and for “Conscious Connections has more gender
The group felt that there could be more exploration of and indicated a desire to draw in young people and the 18-35 years of age demographic. “The 18-35-years of age demographic is not at church, perhaps this is a sign of family busy, describing this as place to rest may help”. The group went on to describe the importance of reaching out to people and meeting them where they already participate in the community. The group discussed how few men attend and commented that they have seen this demographic having coffee in coffee shops and pondered how to encourage them to attend. One person commented that “In the first part of life, men are kingdom building and egoic and then as they move towards thanatos (the arc towards death) there is a greater need to do inner work, there is a resistance of men to embrace their feminine side.” There was an acknowledgment that “a more modern approach is needed to attract people.”

There were numerous suggestions about inter-generational programming and different programing topics such as:

- “environmental issues and blended practices that may engage people at all life phases
- hosting discernment days
- trending topics towards social justice
- family events with a social justice theme
- letter writing to address policy issues
- social minded events”

The group also referenced the uncertainty of the space and said that they heard “it could be moving,” others wondered “whether it was ok to talk about the sponsorship of the church?”

Other suggestions to increase the profile of the space included:

- Increasing outreach and advertising effectiveness and consistency
- More colourful and prominent ads
- Changing the placement of the sandwich board
- Having other spiritual groups collaborate and share space
- Invite community agencies to participate and attend

There was agreement from the leadership committee that the following groups were under-represented “youth (under 30), men, single people, the elderly, and the isolated”.

In general, there is a perception that “there is a lack of collaboration with other agencies/groups and confusion about who makes the decisions about sharing space and inviting groups.” The first focus group of participants shared this confusion and commented that there is “lack of clarity about who organizes events and how to lead an event if you were interested.” There was an acknowledgement that the space needs to be “loose enough to convene but not too burdensome or over organized” and “less bureaucracy and more getting out of the way” may be helpful.

What is the long-term vision related to the financial strategy for sustainability?

The leadership committee commented on the financial sustainability strategy for ThirdSpace. Currently two full time ministers are employed, “some of the ministry funds are allocated to ThirdSpace”. ThirdSpace “needs to have funds for a part-time ministry that has a leadership role linked to the space”.

mix/ages present.”
If there are no funds the programming will have to be re-evaluated. Rent is a large expense, and “more funds need to be dedicated to outreach activities and advertising”. The group mentioned that the intention is to “bring ThirdSpace back to the walls- within the church building”.

**What are your feelings about ThirdSpace moving to a church building?**

Some people in the first focus group had heard a new space was planned. Consider the following comments regardless of the location chosen:

- “Non-threatening
- central location perfect for walkers and not driving
- easy to get to
- no parking issues
- a kitchen
- no pews, need to leave a legacy
- affordable
- Non-threatening and easy”

Others commented that “the space represents the future and should remain distinct and separate from the church”. The “vision and narrative of the church needs to change to embrace the future”. There was also an acknowledgement that some sort of payment is necessary to sustain the operations and a few people commented “how to do this is unclear and a more organized approach may be helpful”.

**How are programming decisions made?**

The leadership committee commented that “previously decisions were made by the Executive Leadership – Bruce, Gillian and Becky”. Currently there appears to be “no formal system in place, the process was more ad hoc, usually someone known and trusted by one of the leadership team members, or congregation members who had an idea and spoke to the team”. Currently, there is “no formalized system or way to develop an idea, it is unclear who to approach, or how to share an idea about a group. It is usually an ‘organic’ process”.

The ‘new leadership’ team is invited and appointed by Council. These members are willing to commit the time required and are more mindful of resources and time available.
The participants noted that how programming and decisions are made is often unclear to the congregation. A more transparent process may be helpful. A suggestion was made to develop a “set of criteria or questions that would guide decision making and ensure decisions were aligned with the values of ThirdSpace and Peninsula United Church”.

**What are the most important impacts of ThirdSpace?**

On one hand, people described that ThirdSpace “offered relationships and community building opportunities” and that there is “a sense of excitement and freedom here.” Some experienced a sense of inclusion, acceptance” and “a lovely awareness of kindness, hope, light, giving and hope that is representative of Christianity.” The space appears to encourage conversation, moving away from virtual connections to an acknowledgement that healing can happen in many ways.

A few participants noted “there is no focus on the structure and survival here – you can just be” and mentioned that “the something that is missing (in our lives), we can touch that here with others.

On the other hand, the first focus group participants were critical of the formal church environment. There is a “prophetic critique of the church, the institution should not be a barrier to attending, we should be going straight to the people.” “The institution of the church and the corporation has removed itself from community and has been too focused on structure and survival.” There was also an acknowledgement that “there is a tension between the church versus healing teachings that create community.” Others noted that “there is often an anti-church resistance and people also want to build community, have children present and share with others in the same family stage.”

**Closing comments of the leadership committee**

ThirdSpace is still “young and to be fair it needs time to grow, it is a valuable concept and we would like to see it as a success.” Amalgamation took up “80 percent of the time, people are still grieving and adjusting-this was not the best time to start this up”. All three councils agreed to develop ThirdSpace and “some people didn’t concur so we lost momentum and experienced some resistance.” ThirdSpace “is not as robust and healthy as it could be.”

ThirdSpace “has not done a good job of engaging the congregation and it would be helpful to share the results with them” and “the congregation is elderly and doesn’t have the capacity to actively engage.”

“ThirdSpace gives me hope, a new way to experience church.” It gives “meaning, we have to look at fifteen years from now, and this is the new way of church.”
ANALYSIS OF FINDINGS

Theme 1: Articulate the ThirdSpace Model and Programming

ThirdSpace is in its infancy in terms of development. Background documents indicate there was an exploration and survey of community needs. It has taken time, resources and capacity to prepare the space, the programming and develop a volunteer model that is effective. It is not clear from the findings what the initial community survey results were and how the programming adjusted to meet those needs?

Further, it appears that some participants and the leadership committee appear to be unclear about the process and criteria for decision making and programming. In the early stages it appears the founding members were responsible for decision making and then Bruce McAndless -Davis reported to the Church Council. More recently, a ThirdSpace team has formed and they have taken on responsibility for programming decisions. The process for decision making appears to be relatively loose and less formalized, perhaps because the focus was on getting ThirdSpace off the ground.

There are a small number of community partners participating in the programming at ThirdSpace. It is hard to determine if this is because the needs of other organizations did not match with the purpose of ThirdSpace, or if there are other reasons for having so few community partners? What are the criteria for approaching other community organizations, what is the criteria for use of the space by community organizations? How can partners participate in the development of the space? What is the role of partners? What percentage of time can be allocated to external organizations and what are the costs for the use of the space?

The survey results note the range of program attendance and the popularity of various programs. It seems that building on what is working well (some monthly and weekly programming) and letting go of programs that are not doing as well requires a discernment process. Once again, some sort of criteria for programming and use of space could be defined to streamline this process.

Theme 2: Importance of Volunteerism

Volunteers play a significant role in making ThirdSpace a success. One third of survey respondents volunteered and most of those volunteers were from the congregation (57%). There is no doubt that the volunteerism at ThirdSpace has met most of the defined targets, this is a huge asset to the program and should continue.

Most volunteers volunteer for a few hours a month, how can there be more continuity between volunteers. How can volunteers be trained and recognized? The desired demographic and gender mix however was not achieved. What would attract the younger generation and how can the gender representation and perhaps cultural diversity be more reflective of the community?

Theme 3: Articulate the target audience and intended impacts

The background documents indicate one of the goals of ThirdSpace is to help the congregation through the amalgamation process by providing a space while the First United Church site is being re-developed.
Other strategies and goals suggest a desire to create a youth drop in space, intergenerational space, a space for LGBTQ people to gather as well as an after school gathering space.

The survey results suggest that ThirdSpace is currently a space for the congregation and volunteers to gather. Most volunteers and ThirdSpace participants attend Peninsula United Church (86%) and 67% of the survey respondents indicated they are affiliated with Peninsula United Church. Bruce McAndless-David describes that “the idea for the youth space was abandoned because of the Sunnyside youth space development and described the intention to outreach to these groups in their own community space”.

The leadership committee focus group described other purposes of ThirdSpace included outreach to those in community that experience isolation, the elderly, the ‘un-churched,’ spiritual seekers, families with children, those living in the neighborhood. An alternate strategy is required to engage younger people and males. The current age range and gender ratio of attendees suggests that if ThirdSpace is to sustain itself in the future.

Spending time clarifying and developing a targeted strategy to meet all these needs (that in some cases could be competing) appears to be important. How can the reach extend to distinct target groups? Is the best strategy to go to where they are or to invite them to a formal space? What would serve as an attractor for each of these groups? How could outreach occur? When has enough experimentation occurred that there is sense of agreement about audience and programming?

With limited time and resources, the volunteers and leadership committee need to be strategic in what strategies and impacts they want to pursue. Often this requires trade-offs—they simply cannot do it all.

Program Impacts are the results of programming on the people who attend the programs. The survey provides a snapshot in time and notes that the following impacts received the highest ratings:

1. Strengthening existing community connections
2. Improved mental and spiritual wellbeing
3. Increased sense of belonging to my community

It is important to explore the key impacts that ThirdSpace hopes to create. The program design and criteria could include the key impacts at the center of the chosen approach. This is most important for program design. How could each program increase community belonging for example?

What programs achieve the greatest impact on mental and spiritual well-being? How can nimble decision making occur and that supports a more iterative design?

Theme 4: Communication Strategy

Most survey respondents knew of ThirdSpace because of their connection to Peninsula United Church or through a personal connection. A very small minority (8%) learned of the program through community

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7 Personal communication Bruce McAndless-Davis (Feb 1, 2019)
notices and the response to social media was also very limited. Once the intended target audience and programming is decided upon, that will help to clarify the communication strategy.

Each target audience requires deeper exploration and the strategies may need to be individually adjusted depending upon the target. It is highly unlikely that those who are elderly and isolated will learn of an event through a community notice board. It is most likely to reach the youth demographic through use of Instagram. A formalized communication strategy can help define the unique approaches and strategies.

**Theme 5: Incorporate ongoing reflection, learning and evaluation**

One of the articulated goals of ThirdSpace was to evaluate, adjust and replace programming on an ongoing basis (by the Steering Committee). Unfortunately, there was a loss a great deal of data during the formative stages of ThirdSpace as there was not a reflection, learning and evaluation process embedded in the program design.

How can the design reflect engagement and integrations of the target groups into a sense making process that occurs regularly with the leadership committee? Making meaning of the results is essential to make agile decisions about programming and impacts at ThirdSpace.

Learning is action, working on community spiritual and mental wellness and community outreach to isolated populations is complex. There is a desire to learn with and from programming experiences, challenges and successes. When creating change, learning is a critical and an iterative process that ideally becomes embedded into the doing itself. Moreover, organizational researchers have identified several key elements that enable ‘learning in action’ including: a supportive learning environment (psychological safety, appreciation of differences, openness to new ideas, time for reflection), concrete learning processes and practices, and leadership that reinforces learning.

In the last decade there has been a rise in evaluation approaches—such as principle focused evaluation and developmental evaluation—that support learning on complex environmental and social issues. These approaches support regular cycles of learning that inform adaptation and action. Looking ahead, how might ThirdSpace adopt an evaluation approach that facilitates learning, development, and adaptation within the community and within the church? Beyond annual reporting to funders, how might the ThirdSpace expand their role in facilitating learning, within the community?

**Theme 6: The Space**

Regardless of whether ThirdSpace returns to the church walls there are some important considerations. There is also some risk of loss of participants if is housed within the church walls. Regardless of the space chosen, focus group participants commented on the importance of practical aspects of the space (design, kitchen, parking, no pews, central location etc.)

What is striking however is the need described by participants to make the space inclusive, non-threatening, affordable, easy, with not too much structure but just enough to make it clear how things happen. The institution and its historical practices should not be a barrier to attending.
Theme 7: Financial Plan for Sustainability
Pro-Vision has generously supported the development and operations of ThirdSpace. Grants like these are so helpful to develop ideas and experiment with new ways of doing things. They serve as an important tool to propel innovation and social change within the church.

Unfortunately, these grants are short term and a long-term vision for financial sustainability is required to ensure the success of ThirdSpace in the long term.

**RECOMMENDATIONS**

<table>
<thead>
<tr>
<th>Theme 1: Articulate the ThirdSpace Model and Programming</th>
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</thead>
<tbody>
<tr>
<td>1. Collaboratively discuss the ThirdSpace model and develop a Theory of Change that incorporates unmet community needs and the most important impacts that Peninsula United Church hopes to achieve. Place the most desired community impacts in the center of the programming decisions. Clearly articulate the intention of the space based on the learning that has occurred.</td>
</tr>
<tr>
<td>2. Consider engaging local organizations and other faith-based groups to hear about the unmet needs in our community and work collaboratively with these community partners to develop a joint approach to create impacts and strategies.</td>
</tr>
<tr>
<td>3. Define an approach for making programming decisions that incorporates the impact criteria, capacity, considers the most well attended programs and community needs.</td>
</tr>
<tr>
<td>4. Alternately, employ community engagement efforts and approaches to meet people where they are in the community and offer programming there. This does not suggest abandoning current programming only that a hybrid approach could also be considered. It is often helpful to provide programming where people naturally congregate in the community. This could serve the dual benefit of enhancing the community reach and demographic and gender mix. A person with community development experience could complete an environmental scan to determine the biggest community needs from organizations and citizens if this approach is chosen.</td>
</tr>
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</table>

In recent years, the Vancouver Foundation (social inclusion) and Innoweave (a partner of the McConnell Foundation) have supported innovative design processes that attempt to create root cause impacts on intractable social issues. A social lab or collective impact approach may be one of the options for the group to proceed forward.

Social labs and collective impact are very distinct process driven approaches that value experimentation and learning. Kania and Kramer note “Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.”

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We are in a time that requires that we break down typical silos of working and collective impact suggests we can work collaboratively by employing these five conditions:

1. Develop a common agenda
2. Share measurement systems
3. Design mutually reinforcing activities
4. Develop a continuous communication process
5. Develop a backbone of support

Theme 2: Importance of Volunteerism

1. Continue to nurture the volunteerism model.
2. Develop a more robust volunteer training, engagement and recognition plan.
3. Define the role that volunteers play in decision making and programming.
4. Consider engaging volunteers in community outreach activities for example a speaker’s bureau and ask those that are comfortable to go to businesses, organizations and service clubs to create more community buy in, more funding resources and greater volunteer engagement.

Theme 3: Articulate the target audience and intended impacts

1. Decide on the target audience (linked to Theme 1).
2. Incorporate mechanisms for feedback from participants, community organizations, congregation members, volunteers and the leadership committee.

Both academic and grey literature indicate the need for improved mental well-being (mental health needs are at a record high) as well as the need for greater social connectedness in our communities. The UK recently announced a government Ministry called the Ministry of Loneliness. The need is urgent for social connectedness which links to mental and spiritual well-being.

Theme 4: Communication Strategy

1. Once a target audience and decisions making process are in place, develop a communications strategy.
2. Your impacts are the key to the success of your communications strategy. Ensure your communications strategy is organizationally driven rather than communications driven. Your communications plan is not an end but should serve to align with your impacts and audience.
3. Communicate to a variety of demographic groups especially the missing young people and men defined in this evaluation.
4. Re-evaluate communication needs regularly, social media changes quickly and the target demographics vary depending upon the tool chosen.

Theme 5: Incorporate ongoing reflection, learning and evaluation

1. Explore brokering partnerships with academic institutions to support research and evaluation needs.
2. Adopt an evaluation approach that embeds more frequent cycles of learning, analysis, and adaptive action.

Theme 6: The Space

1. Carefully consider the decision to relocate ThirdSpace into the church.
2. Consider the desired programming impacts and design the space accordingly.
3. Incorporate the physical elements of the space including kitchen access, parking, no pews, central location etc.
4. Incorporate the “intangible aspects” into the space that represent the “feel, inclusive, non-threatening, affordable, easy, with not too much structure but just enough.”
5. Be innovative and bold, nothing innovative can come from old habits and practices.

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<tr>
<th>Theme 7: Financial Plan for Sustainability</th>
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<tbody>
<tr>
<td>1. Seek alternate funding sources.</td>
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<tr>
<td>2. Develop a financial sustainability strategy.</td>
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<tr>
<td>3. Consider a fee for service model that brings revenue to the programming.</td>
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**CONCLUSION**

Conclusion

This evaluation has summarized the impact of ThirdSpace using:

- Background documents
- Survey Results
- Focus Groups
- Personal Communication with Bruce McAndless-Davis

Across these seven-key cross-cutting themes emerged as areas that require further attention and discussion moving forward:

Theme 1: Articulate the ThirdSpace Model and Programming

Theme 2: Importance of Volunteerism

Theme 3: Articulate the target audience and intended impacts

Theme 4: Communication Strategy

Theme 6: The Space

Theme 7: Financial Plan for Sustainability

29 recommendations suggest several ways that ThirdSpace can work with partners and within the church to take this evaluation to the next step.