

UCE Board Goals, 2010- 2013

These goals were the product of the September 2010 UCE Board retreat and refined at the October Board meeting. While they are not binding on the congregation, the Board of the church has committed to use its time and energy to focus on these areas.

Goal 1. Program or Pastoral Model:

Goal: To determine which model, program or pastoral is the best model to guide UCE into a successful, vibrant future .

Rationale: UCE has been stuck in the same membership frame for the last 12 years with membership numbers fluctuating between 250 and 285 in a regular cycle. Our building was, in part, acquired to facilitate growth that has not occurred. Our financial resources are continually stretched not to a point where the congregation is harmed, but to where we never feel we can do what we need to do. Some have articulated even at Board level that we are stuck and need focus. Exploring the next steps for growth will help the congregation become aware and ultimately choose to be the church it wishes to be, pastoral or program. That decision will give paid and volunteer leadership good guidance on what is expected and wanted.

Lead: Kathy/Brian/ John Pater (Worship Chair)

Year one Actions:

- Create a Consultation plan including:
 - Educate congregation (in services, special workshop starting January or February and written materials) on the *Pastoral/Program* shift. What are the implications for worship? What are the implications for committee structures and decision-making? What are the implications for community? What are the financial implications? Encourage feedback and dialogue.
 - Begin this education process on a one-to-one basis with key leaders. (Already underway).
 - NOTE: The Leadership Meeting called for October 24th by the worship Committee is providing the first step in this process. Although we had not planned to move ahead with education and discussion this early, the controversy over the discontinuation of Candles of Care and Connection is providing an opportunity to begin immediately. (See reverse for meeting details)
 - The outcome of that meeting will suggest the how and when of the next step of education and discussion with the whole congregation should take place. However, if this meeting is successful, it may be that the follow up session has a fairly small attendance.

- Bring plan with recommendation to AGM in May, 2011 if feedback is reasonably positive.

Year Two and year Three

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- Should decision to remain pastoral size, no further action is required on this goal. There will be a need to envision new pastoral sized goals in 2011.
- Should we vote to grow then develop a Program Shift team to manage change with following tasks:
 - Continue education process at committee level helping leaders learn what is required of them.
 - Develop the full range of financial resources and strategies necessary to complete shift.
 - Develop and clarify reporting structures and expectations of committees
 - Review current staff job descriptions and lines of reporting to see that they conform to the needs of a Program size model.
 - Review current job descriptions of Board of Trustees and its operations to ensure it sets up to do program model work.
 - Analyze current committee structures and models of leadership. Some will need to be reformed to bring them more into line with program focus. This will mean formalizing some structures and deactivating others and possibly changing ways of succession.
- Year three: Create a Program Council to coordinate volunteer operations.

Goal 2. Finances

Goal statement: To attain financial sustainability

Rationale: We have debt from buying and renovating our building, and we have operating costs that are rising faster than our revenues. With a membership that is not growing, we need to plan carefully for a long-term future of the church.

Lead: Susan, Lynn, Roger

Actions:

Year One(2010-11)

- Improve our financial statements (done)
- Try to eliminate operating deficit.
- Begin paying down debenture debt with casino revenue (spring 2011).
- Ask congregation at 2011 AGM to approve cancelling the debt to the endowment fund. A bookkeeping matter.
- Begin collecting information on which to base future tenant rent increases: city taxes, heating bill, light bill, etc.
- Allocate funds to hire handymen, trades people to provide prompt repairs to rented space, when volunteers aren't available.

Year Two (2011-12):

- Resume proper increases to minister's salary.

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- Review casino revenue, and if possible allocate funds to put electronic sign at front of building
- Revitalize fundraising efforts
- Restore our normal per-member contribution to the CUC

Goal 3. Internal Resources

Goal statement: To maximize our internal resources at the UCE through volunteers and effective committees .

Rationale: We have a skilled membership at the UCE who have a willingness to be involved and engaged in church activities and projects. We need to develop more structured ways to identify skills to match to UCE needs. Two direct results will be a congregation with more investment in our future and a cost savings by relying more on volunteer hours.

Lead: Louise Charach-Chair to call meetings, do updates, liaison with Bd

Support: Jolien, Jim,Susan

Actions:

Year One(2010-11)

Survey Monkey

Develop Volunteer Coordinator idea further-how would it work?

Identify current needs of UCE-update from before

Use Council of Chairs as resource for more info-their needs?Orientation session

Profile volunteer needs on posters, more visible, regularly updated

Develop data base?

Do regular updates in newsletter-volunteer hours, opportunities

Work as Board and volunteers to set up a Volunteer Sunday info session

Update at AGM

Plan a "Volunteer" Sunday service with Jim and Brian-call it something else.

Year Two(2011-12)

Plan creative volunteer Sunday sign up day

Update needs and current skills

Update data base

Calculate cost savings, hours of contribution

Year Three(2012-13)

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Goal 4. Social Responsibility

Goal: To develop a Social Responsibility Plan for the UCE that inspires action in the congregation and provides us with an opportunity to work as an identifiable religious group within the wider community.

Rationale: Congregational conversations in the last year have shown an increasing desire for UCE to re-establish its 'brand' in Edmonton's social justice community. It is a way of extending the work of our religion while at the same time identifying ourselves to individuals in the community who may have an interest in Unitarianism. Currently, Social Justice committee members and congregation members tend to be involved in a wide range of activities. Identifying a shared focus for a period of time will allow us to act as a group on more specific issues.

Lead: Jeff

Support: Brian

Year One Actions

- Support successful conclusion for Green Sanctuary designation process as this is a stated goal of the congregation.
- In concert with the Social Justice committee, continue congregational conversations begun in the Spring to help determine the next social justice focus for the congregation.
 - Encourage SJ committee to seek out potential partnerships for pursuing focus areas.
 - Bring a focus plan to a special congregational meeting as early as January 2011.
 - Support efforts to encourage members to participate in the focus area with our own participation as possible, with Sharing Our Faith collections, the use of our building, with Sunday services and other educational and action focused activities.

Year Two and Three Actions

- Review designated areas of focus periodically to see if they are still where UCE wishes to put its emphasis and energy.
- Redo process and find a new area of focus as needed.

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Goal 4. Communications and Branding

Goal statement:

We will increase awareness of UCE and Unitarian Universalism in order to build our presence in our neighbourhood and broader community and foster participation in church activities.

Rationale:

Increased and sustained participation will contribute to UCE's financial stability, help us to maintain a vibrant and active congregation and connect more people to Unitarianism.

Lead: Sara Kelly

Support: Kat Hutter, Louise Charach

Actions	Year One	Year Two	Year Three
Website Redesign	<ul style="list-style-type: none">• Develop new website by consulting with a developer and the congregation• Have new web concept approved by board• Begin design process	<ul style="list-style-type: none">• Begin/continue website design• Define the webmaster's ongoing role and responsibilities• Identify webmaster• Launch website	<ul style="list-style-type: none">• Conduct ongoing evaluations of content updating and appropriateness of content• Continuous search engine optimization.
Church Sign	<ul style="list-style-type: none">• Research the cost of erecting the electronic sign• Present research to the board and determine whether to proceed with electronic sign this year or use alternative low-cost options• Define the signmaster's ongoing role and responsibilities• Identify the signmaster• Liaise with other related committees	<ul style="list-style-type: none">• Erect the sign• Conduct ongoing evaluations of content updating and appropriateness	<ul style="list-style-type: none">• Either<ul style="list-style-type: none">○ Maintaining the current sign as per year 2○ Revisit the electronic sign

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<p>Brand Development</p>	<ul style="list-style-type: none"> • Conduct a lay-led service to poll the congregation on motivations to attend church • Develop brand messaging 	<ul style="list-style-type: none"> • Determine available advertising budget, if existing • Solicit advertising opportunities from within UCE • Explore advertising strategies • Submit plan for board approval • Launch plan • Evaluate plan 	<ul style="list-style-type: none"> • Re-evaluate branding, advertising etc (annual activity) <ul style="list-style-type: none"> ○ Determine available advertising budget, if existing ○ Explore advertising strategies ○ Submit plan for board approval ○ Launch plan ○ Evaluate plan
<p>Promoting Church Events in the Wider Community</p>	<p>Due to time limitations, focused development of this goal will be delayed until year 2.</p>	<ul style="list-style-type: none"> • Develop a strategic promotional plan • Define the role of the committee liaison for promotions • Identify committee liaison • Implement strategic plan 	<ul style="list-style-type: none"> • Evaluate success of strategic plan

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Tasks	Goals			
	Increase Awareness of Unitarian Universalism	Increase Awareness of UCE	Increase participation in Church Activities	Build a presence in the neighbourhood
Website Redesign	Provide detailed yet easy to understand information about UU	Deliberately link personal interests to UCE activities and programming	Highlight current and upcoming programming and volunteer opportunities.	
	Deliberately link personal values to UU principles			
Church Sign	Make sure that UU philosophy is clear on the sign	Increase visibility of the building	Advertise programming and selected renter activities	Advertise programming
		Promote church programming		
Brand Development	Create concise statements that summarize UUism and can be used in advertising	Link UCE programming to personal values and interests	Work on creating a positive association with the UCE 'brand' in order to increase interest in UCE activities	Create a positive profile for the church in the local community
Promoting Church Events in the Wider Community	Increase curiosity and awareness of UUism by using the UU brand in event promotion	Increase curiosity and awareness of UCE by promoting UCE events	Encourage those not directly connected to UCE to participate	Create entry points to community participation in the church in addition to the worship service